

Multnomah County, Oregon FY 2017 Adopted Budget

Volume 2

- Community Justice
- County Assets
- District Attorney's Office
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- Sheriff's Office



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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 program offers.

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 paragraphs describe the configuration of each program offer and the major types of information each should contain.

Program Offer Description

Program Offer Justification

Performance Measures

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 justification 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 cost estimates.

"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

Every program offer includes two 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 in each program offer. The table identifies the type of measure, the measure's 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, where available), 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 narrative 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.

Revenue/Expense Detail (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 systemwide; 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.

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:

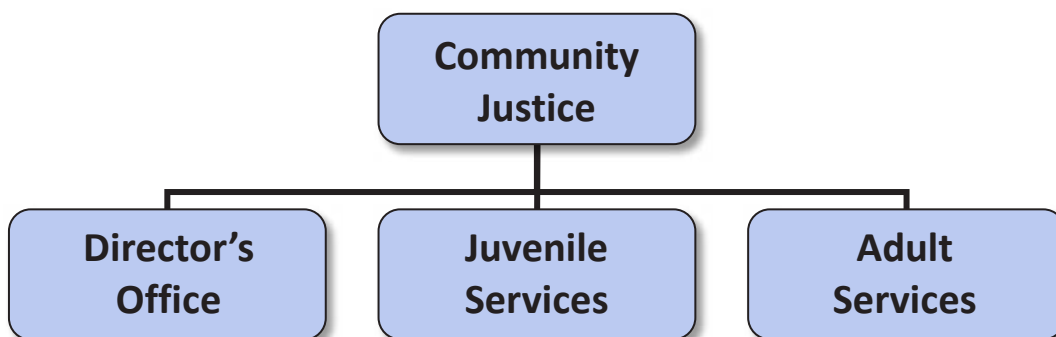
- The Base Level of Service - Program "A" is the base level of service that can be provided while still delivering the expected results. In the example above, the base level of service would be 100 beds.
- Increments of Service - Program "B and beyond" represent incremental levels of service that buy 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 public safety and strengthening our communities. DCJ intervenes to prevent the recurrence of crime among juvenile and adult offenders by supervising them and helping them to change problem behavior. DCJ provides supervision, sanctions, and treatment resources to youth, adults, families, and communities to address the underlying problems that drive crime. DCJ organizes its operations and aligns its resources around five strategic goals:

- Behavior Change – Work with adult offenders and youth to reduce delinquent and criminal behavior;
- Accountability – Hold adult offenders and youth accountable for their actions;
- Resource Management – Direct our resources to delivering cost- effective services;
- System Change – Use advocacy and innovation to guide our work with stakeholders to improve community safety and assure a fair and just system;
- Commitment to Victims and Community – Respect and address victims’ rights and needs and restore the community.

Consistent with the County’s mission to be responsible stewards of public funds, DCJ actively manages limited resources in order to maximize services provided to the public. DCJ is dedicated to continuous improvement throughout the department by collecting, analyzing and utilizing performance data. DCJ consults evidence-based practices in its policy and program development. DCJ makes long-term investments in their employees through the provision of education and training. DCJ strengthens the County’s commitment to the public safety system through public service and by working in collaboration with the courts, law enforcement, schools, treatment agencies, and the community.



Budget Overview

The FY 2017 budget for the Department of Community Justice (DCJ) is \$99.0 million and 530.95 FTE, representing approximately \$1.6 million decrease (1.6%) and 18.80 FTE from FY 2016. The Department is highly dependent on the General Fund, which comprises 67% of the budget (\$66 million, including \$2.3 million of Video Lottery Funds) and 33% of the budget (\$32.9 million) is Other Funds.

Significant budget changes include decreases due to the Senderos program ending in FY 2016 resulting in Other Fund reductions of \$1.7 million and 13.00 FTE. In addition, the department assumed expansion of HB 3194 of \$1.7 million and 6.00 new FTE based on the Governor’s budget in FY 2016 which did not materialize. Juvenile Community Healing Initiative (CHI) Mentoring program which was one-time-only funding in FY 2016 is now funded ongoing. There continues to be uncertainty around Title IV-E claiming process and large time lag from services rendered to payment from the State, assumed funding of \$858,000 is unchanged from FY 2016.

The following programs are funded with ongoing funding:

- Recovery System of Care – Wrap Around Services (50011B) \$200,000
- The Change Center (50028B) \$295,627
- Community Service (50031B) \$79,936
- Support to Community Court (50035) \$94,543
- Courtyard Café – Lunch Service (50054D) \$107,511
- CHI Mentoring (50065C) \$223,520

The FY 2017 General Fund allocation also contains \$211,780 in one-time-only funding. This one-time-only funding is allocated to two program offers and funds 1.00 FTE. A list of programs funded as one-time-only can be found on pages 18 and 19 of the Budget Director’s Message. Additional information on these programs, as well as changes in other programs, can be found in the individual program offers.

Budget Trends	FY 2015	FY 2016	FY 2016	FY 2017	Difference
	<u>Actual</u>	<u>Estimate</u>	<u>Adopted</u>	<u>Adopted</u>	
Staffing FTE	529.26	545.23	549.75	530.95	(18.80)
Personnel Services	\$56,122,566	\$57,549,173	\$59,335,919	\$59,812,644	\$474,044
Contractual Services	15,899,601	20,845,188	24,167,299	22,365,745	(1,801,554)
Materials & Supplies	2,042,883	2,342,150	2,534,338	2,186,734	(344,923)
Internal Services	13,503,184	14,087,773	14,627,893	14,696,906	69,013
Capital Outlay	<u>10,980</u>	<u>23,741</u>	<u>11,000</u>	<u>11,000</u>	<u>0</u>
Total Costs	\$87,579,214	\$94,848,025	\$100,676,449	\$99,073,029	(\$1,603,420)

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

Successes and Challenges

The Department of Community Justice (DCJ) continued to make investments in evidence-based programs delivering wraparound services to its adult offenders and youth involved in the juvenile justice system. These investments have resulted in positive outcomes, including a trend of declining recidivism rates over the last decade for its adult and juvenile offenders, even with a high percentage of high risk offenders. DCJ continues to work closely with partners to invest in services needed by those under its supervision.

A major focus for the Adult Services Division has continued to be the implementation of the Multnomah County Justice Reinvestment Program (MCJRP). Into its third year, program outcomes have resulted in sending fewer adults to prison. The combination of early assessment and intervention has reduced the need for prison beds while protecting public safety. Case management practices across the division continue to improve. Staff is tracking and auditing the implementation of Effective Practices in Community Supervision (EPICS) case management. Results show that most officers are using EPICS in a consistent manner across the department, translating into consistent communications and case planning practices across the department. DCJ's Crime Victim Services Unit continues to be an important resource for staff and community partners, providing presentations and trainings on issues related to crime victims and sex trafficking locally and nationally.

The Juvenile Services Division continues to focus on programs and strategies to reduce racial and ethnic disparities. The diversion program that began last year is now available to all youth in the county. JSD has expanded key services into East County, including a liaison to work with School Resource Officers. Custody Services began participating in Performance-based Standards, a national data-driven improvement model. A first round of data gathered revealed that operations were well run with a few areas of improvement. JSD completed a Juvenile Detention Alternatives Initiative System Assessment to assess fidelity to JDAI strategies. Workgroups are developing action plans for strengthening collaboration and juvenile justice system improvement and reform work.

In FY 2017, DCJ will need to continue addressing succession planning and allocate sufficient time and resources to train and certify employees. DCJ will continue to monitor the implementation of HB 3194 with its partners and adjust the program as needs arise. DCJ will continue to identify practices that will make a difference in reducing racial and ethnic disparities for adults and youth under supervision. Several strategies are being developed and DCJ will need support from public safety partners to move forward with these. Lastly, DCJ will be planning to move several units to one building in East County. This move will be a huge undertaking and attention will need to be devoted to working with staff to create viable plans to move programs and units.

Diversity and Equity

The department continues to identify programs and policies that integrate diversity and equity in the County. DCJ has continued strengthening culturally responsive programming for youth through the Community Healing Initiative (CHI). The Early Diversion pilot was expanded Countywide and mentoring has been made available to a number of youth, primarily high-risk gang involved youth on formal probation. Along with other public safety partners, DCJ was a part of the MacArthur Foundation Safety and Justice Challenge Network which included discussions around the disproportionate representation of people of color placed in jails. DCJ has identified several steps to take to improve community correction practices to reduce racial and ethnic disparities, including the examination of sanctioning practices. Participation in this network has been key to allowing DCJ to focus on steps to strengthen supervision practices so they are more culturally responsive and working to reduce disparities in the criminal justice system.

The department’s Diversity and Equity Steering Committee has a broad charge, including creating an annual training plan, using the equity lens, and creating an annual report including diversity of staff, clients, and services. Some key accomplishments over this year have been:

- Piloted Diversity and Equity training for 110 staff.
- Reviewed and discussed with County leadership existing partnerships and policies related to discrimination, harassment, and respectful workplace.
- Reviewed and made changes to the hiring process and provided a training focusing on reducing bias for interview panelists.

Budget by Division

Division Name	FY 2017 General Fund	Other Funds	Total Division Cost	Total FTE
Director's Office	\$14,396,553	\$206,324	\$14,602,877	58.80
Adult Services Division	29,030,776	27,242,737	56,273,513	307.15
Juvenile Services Division	<u>20,378,851</u>	<u>7,817,788</u>	<u>28,196,639</u>	<u>165.00</u>
Total Community Justice	\$63,806,180	\$35,266,849	\$99,073,029	530.95

Director's Office

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. The Director's Office is responsible for the fiscal management of more than \$99 million in county, state, federal and private grant funds. The Research and Planning team promotes the use of evidence-based practices and data-informed decision-making at all levels of the department. Business Services provides support for 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 DCJ's effectiveness. Human Resources (HR) supports over 500 regular employees on any given day- including the needs of management and members of three different unions. HR coordinates the development of policies, procedures, and internal investigations, and also manages 275 volunteers and interns, which provided over 13,063 hours of service to DCJ programs. The Crime Victim Services Unit is responsible for advancing DCJ's long-term commitment to crime victims' rights and needs and continues to be an important resource for staff and community partners.

Significant Changes

The FY 2017 budget is investing in staff resources that will improve the customer service the Director's Office offers to the rest of the department and increase direct services to clients. An update of the Strategic Plan will result in updated goals and focus over the next several years.

Program offer 50003 makes permanent an Office Assistant 2 to process victim notifications. This position will ensure that the statutory rights for victims to receive notification of Probation Violations hearings will be met. This unit continues to work to become more victim centered and provides important resources for victims and DCJ staff. Another change is shifting a position from the Juvenile Services Division to the Director's Office to focus on researching, writing, and tracking federal and state grants (Program offer 50000). DCJ has experienced recent success in securing grant funding by utilizing the County's grant practicum and the Senior Grant Coordinator. However, dedicating a single staff person to focus on researching and tracking grant opportunities will allow DCJ to take full advantage of potential grant funding and to be more proactive and strategic in exploring potential grant opportunities.

Reductions to the Director's office include right-sizing or eliminating several contracts and reducing a Program Communication Coordinator position in the Business Application and Technology unit to 0.50 FTE (50002). A portion of this work will shift to another position in the Director's Office.

Adult Services Division

The Adult Services Division (ASD) provides leadership and direction for the supervision of approximately 13,800 probationers and post-prison adult offenders annually in the community who have been convicted of felony and misdemeanor crimes. The Recognizance unit helps process about 33,000 cases per year. Together, these programs promote public safety while reducing County jail utilization. ASD's mission is to enhance community safety, reduce crime and change offender behavior by holding offenders accountable in a fair and just manner while providing them the services they need to reintegrate into the community. ASD also effectively coordinates with public safety partners. Probation and Parole Officers (PPO) receive significant training to work with adults under supervision who engage in risky behaviors related to domestic violence, gang involvement, mentally illness, and sex offending. DCJ's model is built to address the risks of these adults in committing new crimes and their specific needs that can contribute to criminal behavior. ASD bases its case management model on evidence-based practices, emphasizing approaches that address behavior change and community reintegration. ASD utilizes Community Service to strengthen offender accountability. Services are also provided to help offenders examine their criminal thinking patterns as well as receive employment training and educational support services. ASD enhances supervision with GPS/electronic monitoring and computer forensics monitoring as needed.

Significant Changes

The FY 2017 budget continues to invest in quality wraparound services and an offender management structure that improves community supervision. Over the next year a restructuring of the Adult Services Division (ASD) will begin. The overarching goal will be to provide staff the time to focus on developing and implementing case plans that address the risk and needs of the adults on supervision. To implement this change effectively and efficiently, programs will be combined and supervision practices realigned. The opening of new offices in East County will result in DCJ having two main campuses that will play an important role in how we deliver services. This restructure will focus on providing upfront assessments to help determine the needs of the offenders and ensure those needs are met by providing a variety of wraparound services, including housing, treatment, employment assistance, and mentoring. This change could result in increase service needs. To address this, several positions may be re-purposed to provide upfront assessments in order to further define the needs of the adults under supervision. Several staff reductions have been made, including two Corrections Counselors at the Change Center (50028A) and a Parole and Probation Officer (50023). These reductions are focused on positions that provide non-direct supervision that have less of an impact on public safety than other positions. These reductions will impact adherence to evidence-based practices and ability to deliver quality wraparound services to all the adults on community supervision. A 1.00 FTE Forensics Examiner is funded with one-time-only General Funds (50019B).

Juvenile Services Division

The Juvenile Services Division (JSD) protects the public, delivers cost-effective, evidence-based services to delinquent youth and their families, and promotes a fair, equitable and accountable juvenile justice system. JSD provides a continuum of juvenile services ranging from informal handling (diversion), formal probation, shelter care, electronic monitoring, mental health assessments and care coordination, outpatient treatment, assessment and evaluation services, a staff secure residential program, and detention.

Although delinquency referrals have declined over the past decade, there remains a group of youth whose behavior warrants intervention from the juvenile justice system. Last year, JSD completed over 1,000 detention screens and approximately 440 youth were admitted to the Donald E. Long Juvenile Detention Home. Many of these youth arrive in crisis and require comprehensive wraparound services.

Annually, approximately 600 youth (referred for less serious criminal activity) are diverted from court and held accountable through case review and management, community service, paying restitution to victims, and completing community-based educational/behavioral interventions. Juvenile Court Counselors supervise medium to high risk youth on formal probation. JSD manages these youth in this population with treatment services, custody sanctions, detention alternatives and accountability interventions.

Significant Changes

JSD will continue supporting and focusing on the community-based work that is addressing racial and ethnic disparities in the juvenile justice system. This past year JSD has strengthened both partnership and service delivery to youth and families in East County. The Community Healing Initiative will continue to provide early intervention services as well as continue to service those families with youth already in the juvenile justice system (program offers 50065 A&B). In addition, the mentoring program will be continued to serve those youth on probation (program offer 50065C).

The closure of Senderos in FY 2016 impacted a number of staff positions. A Community Justice Manager position has transferred from program offer 50054A to 50063.

Reductions to JSD include reducing operating hours of the cafe portion of Nutrition Services to lunch service only while continuing to offer catering, culinary arts, and detention food services (program offer 50054D). This will result in the reduction of 0.80 FTE and savings from food products and tableware. We have some additional savings through rightsizing several contracts (program offers 50066, 50058).

Department of Community Justice

The following table shows the programs that make up the department's total budget. The individual programs follow in numerical order by division.

Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
Director's Office					
50000	DCJ Director's Office	\$1,536,001	\$0	\$1,536,001	10.00
50001	DCJ Business Services	2,812,844	0	2,812,844	17.80
50002A	DCJ Business Applications & Technology	7,023,017	0	7,023,017	6.25
50003	DCJ Crime Victim Services Unit	681,110	110,592	791,702	6.00
50004	DCJ Research & Planning Unit	819,838	95,732	915,570	7.25
50005	DCJ Human Resources	1,526,552	0	1,526,552	11.50
Adult Services Division					
50010	Adult Offender Mental Health Services	1,599,071	0	1,599,071	0.00
50011A	Recovery System of Care	1,076,401	381,717	1,458,118	0.00
50011B	Recovery System of Care - Wrap Around Services Restoration	200,000	0	200,000	0.00
50012	Adult Offender Residential Treatment Services	2,218,385	0	2,218,385	0.00
50014	Adult Drug Court Program - STOP Court	771,235	370,406	1,141,641	0.25
50016	Adult Services Management	2,188,720	203,114	2,391,834	13.50
50017	Adult Support Services	2,521,808	1,873,411	4,395,219	32.00
50018	Adult Recog/Pretrial Supervision Program	3,138,575	0	3,138,575	29.00
50019A	Adult Forensics Unit	339,272	0	339,272	2.00
50019B	Adult Forensics - OTO	97,780	0	97,780	1.00
50020	Adult Parole/Post Prison Violation Hearings & Local Control Release Unit	0	742,258	742,258	4.75
50021	Assessment and Referral Center	3,079,877	4,622,166	7,702,043	26.00
50022	HB3194 Justice Reinvestment	0	3,107,385	3,107,385	5.00
50023A	Adult Field Generic Supervision High Risk	3,673,648	4,795,529	8,469,177	61.05
50024	Adult Mentally Ill Offender Supervision	797,735	240,673	1,038,408	6.00
50025	Adult Sex Offender Supervision & Treatment	549,051	2,189,217	2,738,268	15.00
50026	Adult Domestic Violence Supervision	1,164,316	1,485,858	2,650,174	19.00
50027	Adult Family Supervision Unit	899,171	323,506	1,222,677	8.00
50028A	The Change Center	1,935	2,286,671	2,288,606	20.50
50028B	The Change Center - Restoration	295,627	0	295,627	2.90

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Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
Adult Services Division (cont.)					
50029	Adult Electronic Monitoring	417,508	0	417,508	3.00
50030	Adult Property Crimes Programs	322,871	1,813,125	2,135,996	9.70
50031A	Community Service	1,222,620	342,932	1,565,552	11.50
50031B	Community Service - Restoration	79,936	0	79,936	1.00
50032	Adult Gang and African American Program	266,222	1,405,667	1,671,889	9.00
50035	Support to Community Court - Restoration	94,543	0	94,543	1.00
50036	Adult Domestic Violence Deferred Sentencing	75,961	0	75,961	1.00
50037	Adult Sex Offender Reduced Supervision	0	238,811	238,811	2.00
50038	Adult Generic Reduced Supervision (Casebank)	662,715	483,780	1,146,495	9.00
50039	Formal Supervision & Monitor Misdemeanor	198,667	301,200	499,867	4.50
50040	Adult Effective Sanctioning Practices	1,074,317	35,311	1,109,628	9.50
Juvenile Services Division					
50050	Juvenile Services Management	1,597,439	165,540	1,762,979	9.00
50051	Juvenile Services Support	2,742,117	0	2,742,117	16.00
50052A	Family Court Services	163,509	1,070,759	1,234,268	9.00
50053	FCS - Justice for Families - Supervised Parenting Time	197,366	231,019	428,385	2.80
50054A	Juvenile Detention Services - 56 Beds	7,700,969	166,110	7,867,079	58.20
50054B	Juvenile Detention Services - 16 Beds	779,243	0	779,243	6.00
50054D	Courtyard Cafe - Lunch Service - Restoration	221,511	0	221,511	2.00
50055	Community Monitoring Program	272,539	316,648	589,187	0.00
50056	Juvenile Shelter & Residential Placements	73,839	534,157	607,996	0.00
50057	Juvenile Intake, Assessment, Intervention & Adjudication (IAIA)	983,232	0	983,232	8.00
50058	Juvenile Probation Services	1,486,538	1,572,516	3,059,054	22.00
50060	Juvenile East Multnomah Gang Enforcement Team (EMGET)	0	484,957	484,957	0.00
50063	Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation	680,326	1,683,620	2,363,946	17.00
50064	Juvenile Assessment & Treatment for Youth & Families (ATYF)	264,912	802,716	1,067,628	8.00
50065A	Juvenile Culturally Specific Intervention	1,251,697	159,239	1,410,936	0.00

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Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
Juvenile Services Division (cont.)					
50065B	CHI Early Intervention & Community Connection	770,491	0	770,491	0.00
50065C	CHI Mentoring	223,520	0	223,520	0.00
50066	Juvenile Community Interface Services	855,603	630,507	1,486,110	7.00
50067	Juvenile Community Interface Services OTO	<u>114,000</u>	<u>0</u>	<u>114,000</u>	<u>0.00</u>
	Total Community Justice	\$63,806,180	\$35,266,849	\$99,073,029	530.95

Department: Community Justice

Program Contact: Scott Taylor

Program Offer Type: Administration

Program Offer Stage: As Adopted

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 500 regular employees. The Director's Office also coordinates over 275 volunteers provided throughout DCJ. The Director's Office provides leadership, communication, project management, and coordination across the Department's Divisions.

Program Summary

The Director's Office monitors the daily operations of an agency that provides supervision and treatment resources to youth, adults, families, and communities to address the underlying issues and problems that drive crime. 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. From intake and assessment through discharge, the youth, adults, and families receive a continuum of services to help them reintegrate into their communities.

In FY 2015, DCJ supervised over 13,000 probationers and post-prison adult offenders annually in the community who have been convicted of felony and misdemeanor crimes. Our Juvenile Services Division operates the Donald E. Long Juvenile Detention Facility, a regional facility that houses up to 64 youth daily, and provides daily community supervision for high risk youth. Our Family Court Services program provides services for at-risk families as they go through separation and divorce. The Crime Victim Services Unit is responsible for advancing DCJ's long-term commitment to crime victims' rights and needs.

The Directors office has direct oversight of administrative functions that support our direct service work. The Business Services division provides fiscal management of our county, state, federal and private grant funds. The Research and Planning team promotes the use of evidence-based practices and data-informed decision-making at all levels of the department. The Business Applications and Technology (BAT) team directs the evaluation, selection, purchase, implementation and training of effective, innovative technology solutions to enhance DCJ's effectiveness. Human Resources supports our employees, including the needs of management and members of three different unions. Lastly, this office oversees the work of a project management team that works directly with staff to explore and plan ways to improve our work.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of adult offenders supervised annually	13,805	12,600	13,132	13,000
Outcome	Percent of offenders convicted of misd. or felony within 1 year of supervision start date	NEW	NEW	16%	16%
Output	Number of juvenile criminal referrals received annually	NEW	NEW	1,150	1,100
Outcome	Percent of youth that had one or more subsequent referrals within one year post disposition	NEW	NEW	37%	37%

Performance Measures Descriptions

Measures 2 and 4 Changed: Expanded Recidivism Definition

Measure 3 Changed: Focus on Core Functions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,139,090	\$89,003	\$1,360,720	\$0
Contractual Services	\$119,086	\$0	\$84,086	\$0
Materials & Supplies	\$75,599	\$260	\$73,038	\$0
Internal Services	\$22,363	\$9,989	\$18,157	\$0
Total GF/non-GF	\$1,356,138	\$99,252	\$1,536,001	\$0
Program Total:	\$1,455,390		\$1,536,001	
Program FTE	8.00	1.00	10.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$7,570	\$0	\$0	\$0
Intergovernmental	\$0	\$99,252	\$0	\$0
Total Revenue	\$7,570	\$99,252	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2016: 50000-16 DCJ Director's Office

This program offer is increased by 1.00 FTE Program Specialist Senior in FY 2017 that transferred from another DCJ program (refer # 50050-17) and includes a reduction of \$35k in contracted services for organizational development.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,755,949	\$0	\$1,870,997	\$0
Contractual Services	\$14,131	\$0	\$14,041	\$0
Materials & Supplies	\$84,351	\$0	\$44,920	\$0
Internal Services	\$829,421	\$0	\$882,886	\$0
Total GF/non-GF	\$2,683,852	\$0	\$2,812,844	\$0
Program Total:	\$2,683,852		\$2,812,844	
Program FTE	17.70	0.00	17.80	0.00

Program Revenues				
Fees, Permits & Charges	\$1,300	\$0	\$0	\$0
Other / Miscellaneous	\$2,548,404	\$0	\$2,472,399	\$0
Total Revenue	\$2,549,704	\$0	\$2,472,399	\$0

Explanation of Revenues

County General Fund which includes Department Indirect Revenue of \$2,472,399 based on the FY17 indirect rate in the Countywide Cost Allocation plan. Indirect rate is applied to total allowable payroll expenditures in non-General fund revenue streams.

Significant Program Changes

Last Year this program was: FY 2016: 50001-16 DCJ Business Services

This program offer adds 0.10 FTE Finance Specialist 1 in FY 2017.

Department: Community Justice **Program Contact:** Michael Callaghan
Program Offer Type: Support **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Business Applications and Technology (BAT) unit supports the implementation and use of new and existing information systems and data reporting tools which increase the effectiveness of staff and improve the delivery of services to clients. BAT also manages the Court Appearance Notification System (CANS), a collaborative, multi-jurisdictional program designed to reduce offenders' rate of failure to appear (FTA) in court, community service and other required appointments within the Community Justice System through the use of automated telephone reminders and alerts.

Program Summary

The BAT unit provides oversight for evaluation, selection, purchase and implementation of effective, innovative technology solutions. BAT collaborates with partner agencies from local, state and federal governments as well as private service providers in order to develop system-wide technology solutions for data sharing. Team members of BAT work to foster the use and understanding of data management and reports for decision making and facilitate a variety of information system trainings that enhance the Department of Community Justice's (DCJ) operations.

CANS works by reminding defendants of upcoming court hearing dates, times and locations which help to reduce failure to appear (FTAs) and costs to the various enforcement agencies. The automated system also alerts offenders of payments due on restitution, compensatory and/or supervision fees, and appointments with their Parole/Probation Officers (PPO). DCJ has also begun using CANS to remind offenders about Community Service appointments, increasing attendance by 10%. CANS regularly monitors and reports program performance to the Local Public Safety Coordination Council (LPSCC) and the Criminal Justice Advisory Committee (CJAC).

This program offer contains services provided by the County's Information Technology organization which facilitate support information needs of the Department, system partners and the public. This includes development and maintenance of information systems to support business needs and easy access to data and other support services in order for DCJ to effectively utilize technology. This program also provides for the purchase and replacement of computer equipment, software and technology tools.

Through innovative technological solutions and wise technology investments, the Department is better equipped to promote community safety and reduce criminal activity. This unit demonstrates effective agency collaboration and fiscal responsibility.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of system innovations, upgrades and system replacements implemented	21	8	8	8
Outcome	Percent of IT Projects that were completed within 12 months	53%	40%	71%	50%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$773,333	\$0	\$760,317	\$0
Contractual Services	\$135,950	\$0	\$184,136	\$0
Materials & Supplies	\$181,715	\$0	\$173,405	\$0
Internal Services	\$5,423,708	\$79,476	\$5,905,159	\$0
Total GF/non-GF	\$6,514,706	\$79,476	\$7,023,017	\$0
Program Total:	\$6,594,182		\$7,023,017	
Program FTE	6.50	0.00	6.25	0.00

Program Revenues				
Indirect for Dept. Admin	\$6,061	\$0	\$0	\$0
Intergovernmental	\$0	\$79,476	\$0	\$0
Total Revenue	\$6,061	\$79,476	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2016: 50002-16 DCJ Business Applications & Technology

This program offer reflects a net decrease of 0.25 FTE; in FY 2017 it is increased by 0.25 FTE Program Specialist and reduced by 0.50 FTE Program Communications Coordinator.

Department: Community Justice

Program Contact: Truls Neal

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Community supervision serves three main purposes: 1) holding the offenders accountable, 2) making positive changes in offender behavior, and 3) protecting the rights of victims and the larger community. The Crime Victim Services Unit coordinates and enhances each division's response to the crime victim rights and to the individual crime victims of offenders on supervision.

Program Summary

The Crime Victim Services Unit is responsible for advancing the goals of the Department of Community Justice (DCJ) Strategic Plan related to our long-term commitment to crime victims' rights and needs. The Crime Victim Services Unit is responsible for problem-solving to improve responsiveness to crime victims both within DCJ and across our public safety partners.

This unit collaborates with public safety agencies and community partners as well as DCJ staff to develop a more coordinated system response to crime victim issues. The unit is charged with making sure DCJ is acting in compliance with the rights of crime victims in accordance with Oregon statutes, reaching out to crime victims and providing information about the offender and the corrections system if desired, improving the collection of restitution, and providing emergency assistance to crime victims. The unit also provides training to DCJ staff on crime victim's rights, restitution collection, and becoming more responsive to crime victims. Lastly, this unit includes a position devoted specifically to the Commercial Sexual Exploitation of Children (CSEC). This is a multi-jurisdictional system collaborative process that includes social services leaders, elected officials, state policy makers, criminal justice system representatives, citizens, and survivors.

The Crime Victim Services Unit has been expanded in scope to provide services directly to crime victims. A crime victim advocate has been added along with increased funding in the Victims Emergency Assistance Fund. In addition, the Juvenile Services Division offers victim/offender dialogue to those crime victims who would like help in talking to the perpetrator of the crime against them and a second support position has been added to assist with letters and notifications that are provided to the victims.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of initial contacts with victims of probation cases	1,484	2,100	1,602	1,700
Outcome	Percent of victims contacted compared to the number of court cases	92%	95%	93%	95%
Outcome	Number of crime victims registering for ongoing notifications	316	250	426	400

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$520,931	\$0	\$585,816	\$89,667
Contractual Services	\$191,650	\$0	\$87,876	\$0
Materials & Supplies	\$5,675	\$2,248	\$5,935	\$7,475
Internal Services	\$929	\$252	\$1,483	\$13,450
Total GF/non-GF	\$719,185	\$2,500	\$681,110	\$110,592
Program Total:	\$721,685		\$791,702	
Program FTE	5.00	0.00	6.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$191	\$0	\$11,083	\$0
Intergovernmental	\$0	\$0	\$0	\$105,092
Other / Miscellaneous	\$0	\$2,500	\$0	\$2,500
Beginning Working Capital	\$0	\$0	\$0	\$3,000
Total Revenue	\$191	\$2,500	\$11,083	\$110,592

Explanation of Revenues

County General Fund plus two other fundings; 1) donation of \$5,500 from Oregon Community Foundation (OCF) Joseph E Weston Public Foundation. \$5,500 includes \$3k carryover from FY16 and \$2.5k calendar year 2017 award; 2) total of \$105,092 grant funding from US Dept of Health and Human Svcs for Domestic Victims of Human Trafficking.

Significant Program Changes

Last Year this program was: FY 2016: 50003-16 DCJ Crime Victims Unit

This program offer adds 1.00 FTE Office Assistant 2 in FY 2017 and eliminates \$84k in Victim Mediation contract funding.

Department: Community Justice **Program Contact:** Kimberly Bernard

Program Offer Type: Support **Program Offer Stage:** As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The purpose of the Research & Planning (RAP) Unit is to collect, interpret, analyze, and disseminate information regarding the characteristics, activities, operations, and policies of the Department of Community Justice. This information is used by many stakeholders for operational decision-making, policy formulation, mandatory reporting, quality assurance & improvement, and release to the general public.

Program Summary

The RAP Unit supports the data and analysis needs of the three department divisions: Director's Office, Adult Services Division and the Juvenile Services Division. These analyses promote effective resource management and the attainment of the department's strategic goals. The unit promotes the adoption of evidence-based practices through continual identification and dissemination of emerging best practices in the literature and professional associations. The unit helps ensure that departmental operations have fidelity and are delivered in a manner optimizing client outcomes. The unit is responsible for the coordination and development of mandatory reports to other government agencies and funders.

The unit also provides representation and technical assistance to several County-wide data collaboratives. Members of RAP participate in workgroups with other criminal justice analysts to help leverage DCJ data and resources for maximum impact on the local public safety system.

Additionally, the unit is responsible for evaluating contract compliance and supporting quality improvement efforts with our community partners. These services are critical for holding programs and services accountable. Nationally, DCJ's evaluation and research findings are studied (through corrections publications and national conferences) and recognized in a manner that enhances our reputation with national and state funders.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average number of research and evaluation requests addressed by unit each month	24	32	29	30
Outcome	Number of output and outcome measures analyzed for budgeting process	138	140	144	140

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$674,109	\$102,003	\$805,514	\$75,704
Contractual Services	\$750	\$0	\$750	\$4,875
Materials & Supplies	\$11,216	\$260	\$12,976	\$3,797
Internal Services	\$827	\$11,443	\$598	\$11,356
Total GF/non-GF	\$686,902	\$113,706	\$819,838	\$95,732
Program Total:	\$800,608		\$915,570	
Program FTE	5.50	1.00	6.50	0.75

Program Revenues				
Indirect for Dept. Admin	\$8,672	\$0	\$9,357	\$0
Intergovernmental	\$0	\$113,706	\$0	\$95,732
Total Revenue	\$8,672	\$113,706	\$9,357	\$95,732

Explanation of Revenues

County General Fund plus other funding: 1) \$23,263 is partial allocation from the DOJ BJA grant for the 2nd Chance Act Reentry Program for women with co-occurring substance abuse and mental disorder. The grant award is for two year ending 09/30/2017; 2) \$72,469 grant funding from US Dept of Justice, OJP BJA Smart Supervision

Significant Program Changes

Last Year this program was: FY 2016: 50004-16 DCJ Research & Planning Unit

This program offer adds 0.75 FTE Data Technician that was added during FY 2016, funded by the SMART Supervision grant.

Department: Community Justice

Program Contact: Kevin Alano

Program Offer Type: Support

Program Offer Stage: As Adopted

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 regular, on-call, temporary employees, volunteers and interns. 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, giving them the tools they need to do their job and supporting management

Program Summary

The HR unit supports over 500 regular employees on any given day in addition to 3 union contracts; and 24-hour operations in Juvenile Detention and the Multnomah County Justice Center. 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 as well as manage employee and labor relations issues, that include performance management, discipline and grievances, recruitment and selection of a highly qualified and diverse workforce, personnel records, 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;

In calendar year 2015, the HR unit managed 349 family-medical related (30% increase) leave requests. For 2016, with the Jan 1, 2016 implementation of the "Paid Sick Leave Program" covering temporary and on-call employees, this number is estimated to increase between 10%-15%. We processed 819 personnel transactions in SAP as well as completed 326 (9% increase) background investigations / records checks on DCJ employees, volunteers, interns, and contractors.

In addition the HR team coordinated 578 internal and external professional development events that are necessary to keep qualified employees and meet statutory requirements. Events were attended by 500 employees totaling 15,286 internal hours and 7,827 external training hours. We managed 275 volunteers and interns who provided 13,063 hours of service to DCJ and Multnomah County programs.

The HR unit is tasked with developing and implementing HR initiatives with Central Human Resources and Labor Relations, coordinating internal employee investigations, policies and procedures, safety, Health Insurance Portability and Accountability Act (HIPAA), and Prison Rape Elimination Act (PREA).

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total number of regular employees supported per day	541	545	551	545
Outcome	Percent of people of color applying for open positions	39%	37%	35%	37%
Output	Annual number of temporaries, on-calls, volunteers, and interns supported	577	620	575	620

Performance Measures Descriptions

The percentage of people of color in the Portland/Vancouver PMSA (Portland Metropolitan Statistical Area) Civilian Labor Force 16.5%. This is the legal benchmark used to evaluate whether an employer's workforce is representative of the available labor force in the area the business/organization operates.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,382,499	\$0	\$1,398,550	\$0
Contractual Services	\$131,112	\$0	\$43,555	\$0
Materials & Supplies	\$80,932	\$0	\$84,239	\$0
Internal Services	\$246	\$0	\$208	\$0
Total GF/non-GF	\$1,594,789	\$0	\$1,526,552	\$0
Program Total:	\$1,594,789		\$1,526,552	
Program FTE	11.30	0.00	11.50	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2016: 50005-16 DCJ Human Resources

This program offer adds 0.20 FTE HR Analyst 1 in FY 2017 and eliminates \$65k in funding for Internal Investigation contracted services. Services are being provided in-house.

Department: Community Justice **Program Contact:** Truls Neal
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The rate of mental illness among those incarcerated is two to three times higher than among 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. The Department of Community Justice (DCJ) provides funding for services that assist Parole/Probation Officers (PPO) in their work with about 300 adult mentally ill offenders annually.

Program Summary

Mental Health Services (MHS) helps PPOs access necessary resources for offenders with severe and persistent mental illness. This work is essential for stabilizing and decreasing recidivism rates for this specific population and is always coordinated with other community-based treatment.

MHS provides the following contracted services:

- 1) Provide outpatient mental health care coordination and psychiatric medication services to adult offenders with severe mental illness, with or without a substance abuse disorder, who are under the supervision of DCJ.
- 2) Provide mental health assessments, evaluations, diagnoses, and care plans, including referrals to other needed community services.
- 3) Conduct coordinated case planning with other agencies or individuals involved with the clients and/or their families.

This program supports public safety by providing a continuum of social services to high and medium risk offenders who require assistance in accessing services. Without these services, many of these offenders would remain unstable and would likely return to jail on supervision violations and/or new criminal charges.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of clients that received treatment	91	100	85	100
Outcome	Percent of offenders convicted of misd. or felony within 1 year of treatment admission date	NEW	NEW	30%	30%

Performance Measures Descriptions

Measure 2 Changed: Expanded Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$939,050	\$0	\$1,599,071	\$0
Total GF/non-GF	\$939,050	\$0	\$1,599,071	\$0
Program Total:	\$939,050		\$1,599,071	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2016: 50010-16 Adult Offender Mental Health Services

This program offer includes an increased investment in Mental Health Services - \$485k reallocated from 50010 Residential A&D Tx and \$175k from 50011 Recovery System of Care.

Department: Community Justice **Program Contact:** Truls Neal
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Providing adults under supervision wraparound services is an effective strategy, especially for those classified as high risk to re-offend. These services can include outpatient alcohol and drug treatment. Alcohol/drug treatment addresses a major criminal risk factor and is a necessary correctional intervention if DCJ is to continue to be successful in reducing recidivism. Other services such as mental health counseling, vocational assistance, mentoring, and housing are also essential to provide.

Program Summary

Alcohol and drug treatment services are provided through contracts with nine non-profit providers who are dually licensed to provide alcohol and drug treatment and mental health services. Contracted treatment programs are equipped to respond to culturally-specific needs, to provide mental health treatment, and to address criminal risk factors in addition to addiction to drugs or alcohol.

With the expansion of Medicaid and private forms of insurance, some clinical services previously supported by the DCJ budget will now be reimbursed through health insurance. DCJ will continue to provide funding for clinical services for those offenders eligible for treatment who do not have insurance. In addition, funding is provided to support treatment interventions for criminal risk factors such as antisocial thoughts and attitudes, antisocial peers, impulsivity and poor problem solving skills, anger management and so on. Effective interventions for offenders should integrate addictions treatment with treatment for criminality.

This program offer supports a recovery system of care which includes comprehensive support for recovery in addition to counseling, such as stable and drug free housing, peer mentors, and vocational assistance. A recovery system of care better supports long-term behavior change than does counseling alone.

Without treatment, offenders are more likely to re-offend and/or to occupy expensive jail beds. Treatment has been proven to be effective at reducing recidivism both in Oregon and nationally. DCJ has piloted, implemented and is now looking to expand programs such as the Reentry Enhancement Coordination (REC) program. This program includes treatment, housing, mentors, and vocational assistance and was studied by the Criminal Justice Commission. This program reduced re-arrest by 43% over a matched but untreated control group. In addition, 74% of participants were employed within 90 days and 84% had independent housing at 90 days. For every dollar spent on this program, \$6.73 in tax payer and crime victim costs were avoided.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of clients that received DCJ funded treatment	782	400	516	400
Outcome	Percent of offenders convicted of a misd. or felony within 1 year of treatment admission date	NEW	NEW	25%	25%

Performance Measures Descriptions

Measure 1 Reworded: Alignment to Core Function
 Measure 2 Changed: Expanded Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$1,620,368	\$435,004	\$1,032,591	\$381,717
Materials & Supplies	\$45,900	\$0	\$43,810	\$0
Internal Services	\$0	\$48,676	\$0	\$0
Total GF/non-GF	\$1,666,268	\$483,680	\$1,076,401	\$381,717
Program Total:	\$2,149,948		\$1,458,118	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$36,887	\$0	\$0	\$0
Intergovernmental	\$0	\$403,680	\$0	\$376,217
Other / Miscellaneous	\$0	\$80,000	\$0	\$5,500
Total Revenue	\$36,887	\$483,680	\$0	\$381,717

Explanation of Revenues

County General Fund plus 1) \$279,376 funding from State Department of Corrections (DOC) SB1145. This is the allocation for the second half of the 2015-2017 biennium; 2) State Treatment Transition Program \$96,841. This is the budgeted amount for the second half of the 2015-2017 biennium; 3) Civil Forfeitures \$5,500. 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.

Significant Program Changes

Last Year this program was: FY 2016: 50011-16 Recovery System of Care

This program offer includes a reallocation of \$175k to 50010 Mental Health Services, \$150k to 50021 Assessment and Referral Center for housing and a cut of \$200k in funding for additional wrap around support services. It also reflects a \$75k reduction in forfeiture funding from the State courts.

Department: Community Justice **Program Contact:** Truls Neal
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Providing adults under supervision wraparound services is an effective strategy, especially for those classified as high risk to re-offend. These services can include outpatient alcohol and drug treatment. Alcohol/drug treatment addresses a major criminal risk factor and is a necessary correctional intervention if DCJ is to continue to be successful in reducing recidivism. Other services such as mental health counseling, vocational assistance, mentoring, and housing are also essential to provide.

Program Summary

This program offer supports a recovery system of care which includes comprehensive support for recovery in addition to counseling, such as stable and drug free housing, peer mentors, and vocational assistance. A recovery system of care better supports long-term behavior change than counseling alone.

Without treatment, offenders are more likely to re-offend and/or to occupy expensive jail beds. Treatment has been proven to be effective at reducing recidivism both in Oregon and nationally. DCJ has piloted, implemented and is now looking to expand programs such as the Reentry Enhancement Coordination (REC) program. This program includes treatment, housing, mentors, and vocational assistance and was studied by the Criminal Justice Commission. This program reduced re-arrest by 43% over a matched but untreated control group. In addition, 74% of participants were employed within 90 days and 84% had independent housing at 90 days. For every dollar spent on this program, \$6.73 in tax payer and crime victim costs were avoided.

Over the next year we will begin restructuring the Adult Services Division (ASD). This will result in combining programs to better serve our population, realigning supervision practices to meet their needs, and centralizing support services. This restructuring will include a focus on providing upfront assessments to help determine the needs of the offenders and ensuring those needs are met by providing a variety of wraparound services. These include housing, employment assistance, mentoring. Availability of these services made available through this program offer will be a key piece of the ASD restructuring.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of clients receiving recovery support services	NEW	NEW	NEW	200
Outcome	Percent of successful completion of treatment	NEW	NEW	NEW	50%
Outcome	Percent of offenders convicted of a misd. or felony within 1 year of treatment admission date	NEW	NEW	25%	25%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$200,000	\$0
Total GF/non-GF	\$0	\$0	\$200,000	\$0
Program Total:	\$0		\$200,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

General Fund

Significant Program Changes

Last Year this program was:

Department: Community Justice **Program Contact:** Truls Neal
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
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 offenders, the long-term collateral costs of re-arrest, re-incarceration and inadvertent consequences for the children of offenders significantly decline.

Program Summary

This offer supports 130 beds of residential drug and alcohol treatment for high risk male and female offenders and allows courts and probation/parole officers to have sanction options other than jail for those needing treatment. Fifty-two beds serve high risk offenders in a facility specialized in treating males involved with the criminal justice system. The remaining beds for men are located in three residential facilities within the community. Some of these beds are reserved for specific populations (e.g., sex offenders, East County property offenders). This program also provides 40 residential alcohol and drug treatment beds for high risk female offenders in two facilities and nine beds for dependent children. The current community treatment providers have been in existence for over 20 years and work collaboratively with the Department of Community Justice (DCJ) to treat offenders with addictions and criminality.

The program uses evidence-based practices to address addiction, mental health issues, parenting skills, healthy relationship dynamics, 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.

With the expansion of Medicaid and private forms of insurance, some clinical services previously supported by the DCJ budget are now be reimbursed through health insurance. DCJ will continue to provide funding for clinical services for those offenders eligible for treatment who do not have insurance. In addition, funding is provided to support room and board costs not covered by Medicaid for all DCJ clients served by contracted services.

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of male offenders participating in treatment	433	400	350	400
Outcome	Percent of male offenders convicted of a misd. or felony within 1 year of treatment admission date	NEW	NEW	30%	30%
Output	Number of female offenders that received treatment	244	230	275	240
Outcome	Percent of female offenders convicted of a misd. or felony within 1 year of treatment admission date	NEW	NEW	20%	20%

Performance Measures Descriptions

Measures 2 and 4 Changed: Expanded Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$2,703,835	\$0	\$2,218,385	\$0
Total GF/non-GF	\$2,703,835	\$0	\$2,218,385	\$0
Program Total:	\$2,703,835		\$2,218,385	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2016: 50012-16 Addiction Services - Adult Offender Residential

This program offer includes a reallocation of \$485k to 50010 Mental Health Services.

Department: Community Justice **Program Contact:** Truls Neal
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Drug Diversion Drug Court (Sanction, Treatment, Opportunity, and Progress - STOP) contributes to public safety by providing outpatient treatment and supervision to approximately 400 adult offenders each year, with a daily capacity of 250 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 Summary

Sanction, Treatment, Opportunity, and Progress (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 facilitated by a contracted agency 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 and measures a cost savings to the County 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 percent compared to eligible defendants who did not go through STOP.

Performance Measures					
Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of participants served annually	389	450	400	400
Outcome	Percent of offenders convicted of a misd. or felony within 1 year of treatment admission date	NEW	NEW	20%	20%

Performance Measures Descriptions

Measure 2 Changed: Expanded Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$38,392	\$0	\$38,530
Contractual Services	\$771,235	\$446,592	\$771,235	\$317,641
Materials & Supplies	\$0	\$7,131	\$0	\$8,455
Internal Services	\$0	\$52,209	\$0	\$5,780
Total GF/non-GF	\$771,235	\$544,324	\$771,235	\$370,406
Program Total:	\$1,315,559		\$1,141,641	
Program FTE	0.00	0.25	0.00	0.25

Program Revenues				
Indirect for Dept. Admin	\$39,008	\$0	\$4,763	\$0
Fees, Permits & Charges	\$0	\$5,000	\$0	\$5,000
Intergovernmental	\$0	\$539,324	\$0	\$365,406
Total Revenue	\$39,008	\$544,324	\$4,763	\$370,406

Explanation of Revenues

County General Fund plus 1) 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; 2) \$365,406 grant funding from US Dept of Health and Human Services, Substance Abuse and Mental Health Services Administration (SAMHSA) for Drug Courts treatment programs, award ends 9/29/2017.

Significant Program Changes

Last Year this program was: FY 2016: 50014-16 Addiction Services - Adult Drug Court Program

This program offer includes a \$213k reduction in funding due to the end of the CJC Drug Court Enhancement grant in FY16.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,720,811	\$0	\$1,834,192	\$123,523
Contractual Services	\$4,000	\$0	\$4,000	\$55,400
Materials & Supplies	\$241,913	\$3,455	\$231,777	\$5,663
Internal Services	\$132,950	\$0	\$118,751	\$18,528
Total GF/non-GF	\$2,099,674	\$3,455	\$2,188,720	\$203,114
Program Total:	\$2,103,129		\$2,391,834	
Program FTE	12.50	0.00	12.50	1.00

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$15,267	\$0
Intergovernmental	\$0	\$3,455	\$0	\$203,114
Total Revenue	\$0	\$3,455	\$15,267	\$203,114

Explanation of Revenues

County General Fund plus \$203,114 SMART Supervision grant from US Dept of Justice, Office of Justice Programs, Bureau of Justice Assistance. Funding is to help to reduce prison populations, saving money and creating safer communities.

Significant Program Changes

Last Year this program was: FY 2016: 50016-16 Adult Services Management

This program offer adds 1.00 FTE Probation/Parole Officer that was added during FY 2016, funded by the SMART Supervision grant.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$201,557	\$90,768	\$1,037,620	\$1,629,053
Contractual Services	\$7,971	\$0	\$6,288	\$0
Materials & Supplies	\$149,651	\$260	\$284,423	\$0
Internal Services	\$1,060,531	\$10,186	\$1,193,477	\$244,358
Total GF/non-GF	\$1,419,710	\$101,214	\$2,521,808	\$1,873,411
Program Total:	\$1,520,924		\$4,395,219	
Program FTE	3.00	1.00	13.00	19.00

Program Revenues				
Indirect for Dept. Admin	\$7,719	\$0	\$201,351	\$0
Intergovernmental	\$0	\$101,214	\$0	\$1,873,411
Total Revenue	\$7,719	\$101,214	\$201,351	\$1,873,411

Explanation of Revenues

County General Fund plus \$1,873,411 SB 1145 funding from State Department of Corrections (DOC) SB1145. This is the allocation for the second half of the 2015-2017 biennium;

Significant Program Changes

Last Year this program was:

This program offer reflects an increase of 28.00 FTE that transferred from other DCJ programs as part of the reorganization to support staff in the Adult Services Division. This new program offer reflects the FY16 restructuring of support services to a centralized model.

Department: Community Justice **Program Contact:** Jay Scroggin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The adult Recognizance (Recog) unit and Pretrial Services Program (PSP) unit both perform functions necessary for public safety and the effective operation of the local justice system. By assessing a defendant's probability to re-offend and conducting interviews and assessments to determine release eligibility, the Recog and Pretrial units allows for scarce jail beds to be reserved for higher risk offenders.

Program Summary

The Recog unit is a 24-hour, seven day a week program that is housed at the County Jail. From expedited release for low risk defendants, to detention holds, to in depth custody placement, Recog staff have the knowledge, expertise, and tools necessary to make preliminary decisions in the best interest of the community. They interview defendants who have a pending Multnomah County charge, which in turn provides a comprehensive, objective, and valid system for release decisions based on victim and community safety along with the defendant's flight risk. Defendants charged with felonies and/or person-to-person misdemeanor crimes are subject to a full criminal history and warrant check in addition to the standard risk screening.

The screening tool used to guide Recog staff has been validated by an independent research group and the results of that study have been approved by the Community Justice Advisory Council. In addition to evaluating flight risk and recidivism, Recog staff also assist the court with release decisions for those defendants that are ineligible for release by Recog staff and serve as a 24 hour link between law enforcement agencies and Parole/Probation officers, 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.

The primary mission of the PSP unit is to evaluate the risk of releasing defendants prior to trial, to supervise defendants in the community and to ensure that defendants attend court hearings. PSP staff use evidence based criteria during their investigations to determine whether or not a defendant is likely to pose a safety risk or further is likely to attend subsequent court hearings. The results of these investigations are presented back to the Court. When the defendant is released under PSP supervision, the assigned case manager monitors the defendant's behavior and actions through home, community and office visits, telephone contacts and in some instances electronic and Global Positioning Software (GPS) is used.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of recog cases processed annually	33,458	36,000	33,237	33,000
Outcome	Percent of recog cases interviewed	NEW	NEW	35%	35%

Performance Measures Descriptions

Measure 2 Changed: Data not available due to eCourt upgrades

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$2,905,695	\$0	\$3,025,904	\$0
Contractual Services	\$7,642	\$0	\$7,642	\$0
Materials & Supplies	\$29,458	\$0	\$29,145	\$0
Internal Services	\$69,453	\$0	\$75,884	\$0
Total GF/non-GF	\$3,012,248	\$0	\$3,138,575	\$0
Program Total:	\$3,012,248		\$3,138,575	
Program FTE	29.00	0.00	29.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was:

This is a new offer combining 50017-16 Adult Recog Program and 50018-16 Adult Pre-trial Supervisions and Pretrial.

Department: Community Justice **Program Contact:** Patrick Schreiner
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Department of Community Justice (DCJ) computer forensics laboratory is a unique critical service for community justice agencies throughout the state. DCJ maintains a secure digital evidence laboratory in which forensic examinations of electronic storage devices are analyzed using scientific procedures.

Program Summary

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. Non-forensic methods of discovery are ineffective and can compromise cases in court. The forensics lab provides scientifically sound technology for the recovery of electronic evidence in a manner that allows supervising officers to determine an offender's activities. This progressive resource significantly enhances public safety and ensures the highest rates of successful outcomes, permitting parole officers to intervene early and prevent offender behavior from escalating into new criminal activity that involves costly incarceration.

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 occur 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, and sex offenders exchange pornography and solicit underage victims through the Internet. Fraud and identity theft are carried out using computers and peer-to-peer networks. Email is used by domestic violence offenders to threaten and intimidate individuals. Portland has also been identified as a major West Coast hub for human trafficking activity.

In the interest of public safety and best practices supervision, the DCJ forensics lab extends its services to all adult and juvenile officers in Multnomah County and to adjacent county community justice partners that lack access to these services. 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. The lab also collaborates with the Northwest Regional Computer Forensics Laboratory.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of gigabytes examined annually	12,313	15,000	17,125	15,000
Outcome	DCJ cases completed	31	40	63	60
Outcome	Non-DCJ cases completed	15	20	24	20
Outcome	Number of items examined through forensic analysis	133	200	510	500

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$286,013	\$0	\$302,063	\$0
Materials & Supplies	\$15,206	\$0	\$15,206	\$0
Internal Services	\$20,830	\$0	\$22,003	\$0
Total GF/non-GF	\$322,049	\$0	\$339,272	\$0
Program Total:	\$322,049		\$339,272	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2016: 50019-16 Adult Forensics Unit

Department: Community Justice **Program Contact:** Patrick Schreiner
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Department of Community Justice (DCJ) is a National leader in our approach to community supervision. DCJ is often held up as a model of innovation for how we implement evidence based practices that help clients make positive changes. One of the keys to this is being able to analyze digital evidence in our Forensics lab and hold clients accountable for and intervene when necessary to address behavior before it escalates.

Program Summary

The demand for the services of DCJ's Forensics Lab continues to increase. DCJ's Parole & Probation Officers are becoming more knowledgeable about the risks and the necessity to intervene in seizing electronic evidence. This is a tool a PPO may use which can even intervene before new criminal conduct occurs. As our PPO's become more conversant with the technology and the resources of our Lab, they are seizing more electronic evidence. This is creating a backlog in our Lab and as a result it is important to add an additional Examiner to keep up with the workload. One of the potential consequences to a backlog is Officers may choose not to seize and submit electronic evidence if the backlog adds another barrier to their own workload.

One of the keys to DCJ's success is we understand that good supervision requires a balance between helping clients change and our law enforcement function that focuses on preventing our clients from creating additional victims. Parole and Probation officers need this critical information to make best practices decisions about supervision, case planning and interventions.

Due to the increase in requests for services in the Forensic lab, a staffing increase has become inevitable to keep up with the demand. Current backlogs in the lab are approximately twice what can be processed within a reasonable time period, making it essential that the staffing level be increased to provide officers this important service and to assist in keeping our communities safe.

Adding an additional Examiner at this time will improve public safety and assist DCJ in its efforts to intervene early.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of gigabytes examined annually	NEW	NEW	NEW	15,000
Outcome	DCJ cases completed	NEW	NEW	NEW	60
Outcome	Non-DCJ cases completed	NEW	NEW	NEW	20
Outcome	Number of items examined through forensic analysis	NEW	NEW	NEW	500

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$97,520	\$0
Materials & Supplies	\$0	\$0	\$260	\$0
Total GF/non-GF	\$0	\$0	\$97,780	\$0
Program Total:	\$0		\$97,780	
Program FTE	0.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was:

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,023,029	\$0	\$634,725
Contractual Services	\$0	\$3,098	\$0	\$3,098
Materials & Supplies	\$0	\$10,901	\$0	\$450
Internal Services	\$0	\$127,906	\$0	\$103,985
Total GF/non-GF	\$0	\$1,164,934	\$0	\$742,258
Program Total:	\$1,164,934		\$742,258	
Program FTE	0.00	9.75	0.00	4.75

Program Revenues				
Indirect for Dept. Admin	\$88,846	\$0	\$78,452	\$0
Intergovernmental	\$0	\$1,164,934	\$0	\$736,960
Beginning Working Capital	\$0	\$0	\$0	\$5,298
Total Revenue	\$88,846	\$1,164,934	\$78,452	\$742,258

Explanation of Revenues

County General Fund plus 1) State Department of Corrections (DOC) SB1145 funding of \$736,960. This is the allocation for the second half of the 2015-2017 biennium. There is some flexibility on how funding is allocated; 2) BWC of \$5,298 from State Board of Parole Hearings fund. Total 2015-2017 biennium funding is \$48,865. \$5,298 is the remaining funding for FY17.

Significant Program Changes

Last Year this program was: FY 2016: 50020-16 Adult Parole/Post Prison Violation Hearings & Local Control Release

This program offer reflects a decrease of 5.00 FTE that transferred to another DCJ program as part of the reorganization to support staff in the Adult Services Division (refer # 50017-17).

Department: Community Justice **Program Contact:** Jay Scroggin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Assessment and Referral Center (ARC) combines in-custody interviews, intakes (post prison and probation) and specialized services, including housing placement for those released from state and local custody. Enhanced transition services provided at the ARC reduces duplication of efforts and increases the amount of screenings, referrals, and re-entry services available when an individual is first placed on supervision (post-Prison or Probation).

Program Summary

Individuals being supervised by DCJ are evaluated using a standardized tool for assisting staff with predicting the risk of clients re-offending. The ARC staff use additional assessments for individuals considered high risk to re-offend to determine which strategies and services are most appropriate to reduce risk and connect to appropriate services. Results indicate that the use of initial assessments, referrals and re-entry services reduces re-offending and increases offender engagement. Our coordinated and immediate service delivery pre and post release increases the motivation of our clients to change and is a contributing factor to reduced recidivism.

ARC staff meets with the majority of offenders prior to their release from prison (reach-in visits), reducing the abscond rate for post-prison releases. Potential risks and strengths are identified during reach-in sessions, allowing for the development of appropriate supervision plans and preparation for potential roadblocks that could impede an offender's successful transition. In addition to state custody, this practice includes some offenders in local jails and residential treatment.

There is capacity to provide short- and long-term housing/shelter to 285 high risk and disabled offenders a day using several community contracted agencies. Providing housing to offenders is cost-effective. It costs approximately \$37.37 per day to house an offender in transitional housing, as compared to \$150.00 to \$170.00 per day to keep an offender incarcerated. ARC actively works to build partnerships with community based services and organizations, as well as other Multnomah County Departments, including a newly formed Health Assessment Team (HAT), to provide the continuum of care that is needed for recently released offenders, including housing, health assessments, treatment access, case coordination and family engagement.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average number of offenders housed monthly	270	270	270	300
Outcome	Percent of offenders who report as ordered during the first thirty days from their release from prison	NEW	NEW	80%	80%
Outcome	Percent of offenders that are not revoked during the first thirty days from their release from prison	99%	95%	99%	95%
Outcome	Number of people who get assessed	NEW	NEW	5353	5400

Performance Measures Descriptions

Measure 2 Changed: Alignment To Core Functions
 Measure 4 Changed: Measure Reflects New Program Goal

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$226,494	\$3,381,322	\$181,603	\$2,845,743
Contractual Services	\$2,682,511	\$1,389,574	\$2,858,512	\$1,328,944
Materials & Supplies	\$7,010	\$68,735	\$7,207	\$28,871
Internal Services	\$19,893	\$534,652	\$32,555	\$418,608
Total GF/non-GF	\$2,935,908	\$5,374,283	\$3,079,877	\$4,622,166
Program Total:	\$8,310,191		\$7,702,043	
Program FTE	2.51	32.49	1.44	24.56

Program Revenues				
Indirect for Dept. Admin	\$405,169	\$0	\$344,932	\$0
Fees, Permits & Charges	\$0	\$5,250	\$0	\$4,700
Intergovernmental	\$0	\$5,369,033	\$0	\$4,227,559
Beginning Working Capital	\$0	\$0	\$0	\$389,907
Total Revenue	\$405,169	\$5,374,283	\$344,932	\$4,622,166

Explanation of Revenues

County General Fund plus 1) State Department of Corrections (DOC) SB1145 funding of \$4,483,965. This is the allocation for the second half of the 2015-2017 biennium. There is some flexibility on how funding is allocated; 2) \$78,474 funding from DOC Subsidy/Inmate Welfare Fund (IWF). This funding is part of the Community Corrections Plan; 3) \$4,700 – Clients applying to be supervised in another state. The Interstate Compact Application Fee is \$50. The application fee was set by the County (Board Resolution) for each transfer application prepared under the Interstate Compact for Adult Offender Supervision (OAR 291-180-0465) 4) US Dept of Justice JAG Grant \$55,027. Grant ends 9/30/2017

Significant Program Changes

Last Year this program was: FY 2016: 50021-16 Assessment and Referral Center

This program offer reflects a decrease of 9.00 FTE that transferred to another DCJ program as part of the reorganization to support staff in the Adult Services Division (refer # 50017-17).

Department: Community Justice
Program Offer Type: Existing Operating Program

Program Contact: Truls Neal
Program Offer Stage: As Adopted

Related Programs:

Program Characteristics:

Executive Summary

Justice Reinvestment is a statewide initiative which seeks to improve public safety by reducing spending on incarceration in order to reinvest savings in evidence-based strategies at the county level that decrease crime. The program has established a new process to assess offenders prior to sentencing and to provide a continuum of community-based sanctions, services and programs that are designed to reduce recidivism and decrease the county's utilization of imprisonment in Department of Corrections (DOC) institutions while protecting public safety and holding offenders accountable.

Program Summary

The Multnomah County Justice Reinvestment Program (MCJRP) is a joint project of the entire criminal justice system: courts, defense, prosecution, jail, law enforcement, Citizens Crime Commission and the Department of Community Justice (DCJ). Defendants facing a prison term who meet the eligibility requirements are identified by the District Attorney. The MCJRP program includes funding for the jail to expedite assessments, for the court and the defense to assist with case coordination and scheduling, a deputy district attorney to facilitate case identification and case management, law enforcement to assist DCJ in monitoring offenders before and after sentencing, and additional staff at DCJ to carry out the program (assessment, report writing, and supervision). Also, 10% of the funding for Multnomah County must be appropriated to a non-profit working with crime victims.

DCJ conducts an objective assessment of criminal risk and makes recommendations for how the individual could be managed in the community. This report is provided to the defense, prosecution, and court prior to sentencing and informs the sentencing process. For those offenders who are sentenced to probation rather than prison, DCJ will provide intensive supervision for at least 120 days, along with referrals to treatment. Treatment options for the MCJRP offenders include treatment readiness programming, stabilization housing, clean and sober housing, intensive outpatient and residential treatment for addictions, employment programs, parenting skills programs, and peer mentors. The case plan is individualized based on the person's specific criminal risk factors and community stability needs. This program offer also supports the ongoing Reentry Enhancement Coordination program. This is an evidence-based addictions treatment program for people leaving prison, and includes treatment, housing, mentoring, and employment assistance. The program has always been state funded, however the funding was incorporated into statewide Justice Reinvestment funding in FY 2015.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of adult offenders supervised annually	250	640	850	850
Outcome	Percent of offenders who are revoked within 1 year of supervision start date	NEW	NEW	9%	10%

Performance Measures Descriptions

Measure 2 Changed: Alignment to State Reporting

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$996,913	\$0	\$675,776
Contractual Services	\$0	\$3,127,578	\$0	\$2,362,731
Materials & Supplies	\$0	\$2,860	\$0	\$1,300
Internal Services	\$0	\$412,735	\$0	\$67,578
Total GF/non-GF	\$0	\$4,540,086	\$0	\$3,107,385
Program Total:	\$4,540,086		\$3,107,385	
Program FTE	0.00	11.00	0.00	5.00

Program Revenues				
Indirect for Dept. Admin	\$300,881	\$0	\$55,684	\$0
Intergovernmental	\$0	\$4,430,086	\$0	\$2,884,843
Beginning Working Capital	\$0	\$110,000	\$0	\$222,542
Total Revenue	\$300,881	\$4,540,086	\$55,684	\$3,107,385

Explanation of Revenues

\$2,999,052 Oregon 2015-2017 Justice Reinvestment Grant Program (JRP) funding for the second half of the biennium, plus additional carryover of \$108,33 due to the delay in implementation of the Treatment Readiness program.

Significant Program Changes

Last Year this program was: FY 2016: 50022A-16 HB3194 Justice Reinvestment

This program offer reflects a decrease of 6.00 FTE; in FY 2016 4.00 FTE Probation/Parole Officers and 1.00 FTE Corrections Technician were cut, 1.00 FTE Probation/Parole Officer transferred to another DCJ program (refer # 50030-17).

Department: Community Justice **Program Contact:** Erika Preuitt
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Multnomah County Department of Community Justice (DCJ) High Risk Generic Supervision has been nationally recognized for the use of evidence-based strategies, including the development of a system to identify criminogenic risk factors affiliated with High Risk 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 our cases.

Program Summary

High Risk Supervision uses research-based strategies to supervise high risk offenders on probation and parole. DCJ utilizes the Level of Service/Case Management Inventory (LS/CMI) and Public Safety Checklist (PSC) assessment tools 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 deployed during supervision. The PSC provides a quick, objective, validated assessment of the probability an offender will be re-convicted of a felony or re-arrested for a person or property offense based on specific offender characteristics.

DCJ continues to use Effective Practices in Supervision (EPICS) as an evidence-based case management model. With EPICS, Parole/Probation Officers (PPO) follow a structured approach to their interactions with their offenders, allowing PPOs to effectively target the criminogenic needs of high risk offenders. PPOs 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) collaboration with law enforcement agencies.

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. Having implemented effective supervision practices has enabled Multnomah County to witness a steady decline of recidivism rates over the past ten years.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of high risk adult offenders supervised annually	3,953	2,700	4,243	4,000
Outcome	Percent of offenders who are convicted of a misd. or felony within 1 year of supervision start date	NEW	NEW	23%	23%

Performance Measures Descriptions

Measure 2 Changed: Expanded Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$2,846,125	\$4,361,126	\$2,937,080	\$4,087,392
Contractual Services	\$10,899	\$48,281	\$12,731	\$54,296
Materials & Supplies	\$81,180	\$50,066	\$13,666	\$40,732
Internal Services	\$815,473	\$499,014	\$710,171	\$613,109
Total GF/non-GF	\$3,753,677	\$4,958,487	\$3,673,648	\$4,795,529
Program Total:	\$8,712,164		\$8,469,177	
Program FTE	24.74	40.41	25.40	35.65

Program Revenues				
Indirect for Dept. Admin	\$378,161	\$0	\$505,201	\$0
Fees, Permits & Charges	\$0	\$306,370	\$0	\$242,021
Intergovernmental	\$0	\$4,652,117	\$0	\$4,553,508
Other / Miscellaneous	\$68,000	\$0	\$151,612	\$0
Total Revenue	\$446,161	\$4,958,487	\$656,813	\$4,795,529

Explanation of Revenues

County General Fund plus 1) Total of \$151,612 which includes \$149,612 from HB 2712 and \$2,000 from SB 1065. Assuming funding from HB2712 Circuit Court Jail Assessments will remain the same as FY16 actual (\$308,326); \$149,612 is 49% allocation of total projected HB2712 revenue, which are deposited into the general fund.; historically, fees for the Criminal Fine Account (CFA) are collected by Mult Co. Circuit Court per ORS 137.309. DCJ receives 60% of the monies collected per ORS 137.308; \$2,000 is the trending amount that we received from prior three fiscal years 2) \$4,553,508 - State Department of Corrections (DOC) SB 1145. This is the allocation for second half of the 2015-2017 biennium. There is some flexibility on how funding is allocated; 3) \$242,021 - Supervision fees. 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: FY 2016: 50023-16 Adult Field Generic Supervision (Level 1&2)

This program offer reflects a net decrease of 4.10 FTE; during FY 2016 3.10 FTE transferred to/from other DCJ programs and in FY 2017 1.00 FTE Probation/Parole Officer is removed.

Department: Community Justice **Program Contact:** Patrick Schreiner

Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

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), Oregon Department of Corrections (DOC), Portland Police, treatment providers and most community groups that work with this population.

Program Summary

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 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.

The MIO unit performs the following:

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

This program, along with program offer 50010, 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of offenders served annually	321	300	311	300
Outcome	Percent of offenders convicted of misd. or felony within 1 year of supervision start date	NEW	NEW	30%	30%

Performance Measures Descriptions

Measure 2 Changed: Expanded Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$740,065	\$0	\$794,675	\$0
Contractual Services	\$1,500	\$0	\$1,500	\$233,023
Materials & Supplies	\$1,560	\$0	\$1,560	\$7,650
Total GF/non-GF	\$743,125	\$0	\$797,735	\$240,673
Program Total:	\$743,125		\$1,038,408	
Program FTE	6.00	0.00	6.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$240,673
Total Revenue	\$0	\$0	\$0	\$240,673

Explanation of Revenues

County General Fund plus \$240,673 partial allocation from the DOJ BJA grant for the 2nd Chance Act Reentry Program for women with co-occurring substance abuse and mental disorder. Total grant award is \$600k for two year ending 09/30/2017.

Significant Program Changes

Last Year this program was: FY 2016: 50024-16 Adult Mentally Ill Offender Supervision

Department: Community Justice **Program Contact:** Jay Scroggin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
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 1,000 sex offenders annually 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 Summary

This program is managed by the Adult Sex Offender Supervision Program Community Justice Manager. Supervision of approximately 1000 sex offenders is conducted by certified Sex Offender Specialist Parole/Probation Officers (PPO). High and medium risk offenders are supervised in one field office. 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 50056) after a period of documented compliance.

This program requires offenders to participate in a comprehensive evaluation, sexual offense specific treatment and ongoing evaluation of risk provided by 25 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). The use of polygraph examinations is invaluable in the management and treatment of sex offenders due to the information gained through the examination process. Furthermore, the use of polygraph examinations is also associated with a decline in recidivism rates (Cole, 2006; Edson et al., 2007; English et al., 2000; Krueger, 2009).

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of adult sex offenders served annually	992	1000	948	975
Outcome	Percent of offenders convicted of a misd. or felony within one year of supervision start date	NEW	NEW	13%	15%
Outcome	Percent of offenders convicted of a new sex-offense misd. or felony within one year of supervision start date	NEW	NEW	2%	2%

Performance Measures Descriptions

Measures 2 and 3 Changed: Expanded Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,783,932	\$0	\$1,890,051
Contractual Services	\$462,892	\$761	\$462,921	\$658
Materials & Supplies	\$70,836	\$9,030	\$86,130	\$15,000
Internal Services	\$0	\$200,717	\$0	\$283,508
Total GF/non-GF	\$533,728	\$1,994,440	\$549,051	\$2,189,217
Program Total:	\$2,528,168		\$2,738,268	
Program FTE	0.00	15.50	0.00	15.00

Program Revenues				
Indirect for Dept. Admin	\$152,108	\$0	\$233,610	\$0
Fees, Permits & Charges	\$0	\$135,000	\$0	\$147,927
Intergovernmental	\$0	\$1,859,440	\$0	\$2,041,290
Total Revenue	\$152,108	\$1,994,440	\$233,610	\$2,189,217

Explanation of Revenues

County General Fund plus 1) \$2,016,290 State Department of Corrections (DOC) SB1145 funding 2) DOC SVDO \$25,000. FY 2017 budget is based on 3 years of history of supervision days at FY16 daily reimbursement rate of \$8.98; 3) \$147,927 - Supervision fees. 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: FY 2016: 50025-16 Adult Sex Offender Supervision & Treatment

This program offer reflects a net decrease of 0.50 FTE that transferred to/from other DCJ programs during FY 2016.

Department: Community Justice **Program Contact:** Laura Ritchie
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Domestic Violence (DV) unit collaborates with police, District Attorney's Office, courts and treatment agencies to hold offenders accountable and promote offender change. Each year, this program supervises over 1,000 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 nine out of ten offenders supervised by the DV unit have not committed a new Felony.

Program Summary

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).

The Domestic Violence Deferred Sentencing Program (DSP) and batterer intervention services appear in Program Offer 50036.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of DV offenders served yearly	1,198	1,200	1,107	1,200
Outcome	Percent of offenders convicted of a misd. or felony 1 year of supervision start date	NEW	NEW	15%	15%

Performance Measures Descriptions

Measure 2 Changed: Expanded Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$970,724	\$1,133,497	\$1,095,277	\$1,105,874
Contractual Services	\$0	\$198,068	\$0	\$199,904
Materials & Supplies	\$2,340	\$14,623	\$2,340	\$14,199
Internal Services	\$149,022	\$150,639	\$66,699	\$165,881
Total GF/non-GF	\$1,122,086	\$1,496,827	\$1,164,316	\$1,485,858
Program Total:	\$2,618,913		\$2,650,174	
Program FTE	8.60	10.90	8.80	10.20

Program Revenues				
Indirect for Dept. Admin	\$114,157	\$0	\$136,686	\$0
Fees, Permits & Charges	\$0	\$117,100	\$0	\$127,850
Intergovernmental	\$0	\$1,379,727	\$0	\$1,358,008
Total Revenue	\$114,157	\$1,496,827	\$136,686	\$1,485,858

Explanation of Revenues

County General Fund plus 1) Supervision fees from clients \$127,850. 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; 2) State Department of Corrections (DOC) \$1,358,008. This is the allocation amount for the second half of the 2015-2017 biennium. There is some flexibility on how funding is allocated.

Significant Program Changes

Last Year this program was: FY 2016: 50026-16 Adult Domestic Violence Supervision

This program offer reflects a net decrease of 0.50 FTE that transferred to/from other DCJ programs during FY 2016.

Department: Community Justice **Program Contact:** Michelle Aguilar
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Family Services Unit (FSU) supervises over 400 offenders annually, many (70%) have children under the age of ten. A number of these offenders supervised by FSU are pregnant women and/or have children involved in the juvenile system. 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.

Program Summary

FSU is a unique program which approaches supervision through a multi-disciplinary team effort. FSU works closely with staff from Child Welfare, Self Sufficiency, Health Services, the Juvenile Services Division and mental health agencies. FSU emphasizes collaboration with other agencies for case planning, resource allocation and efficient service delivery. Integrating supervision, child welfare, the Family Court, benefits assistance, social and health services as well as addiction treatment allows FSU to efficiently address dynamics that place an entire family at risk.

The Family Support project (a community-based component of FSU) reduces recidivism of women through accountability, education and training, prioritization of self sufficiency and child welfare, and through 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. In addition, FSU's 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 inter-generational criminal activity.

House Bill 3503 established the Family Sentencing Alternative Pilot (FSAP) Program. This program is also included in the Family Services Unit. The program diverts qualified offenders who have primary custody of a minor child at the time of the offense from prison to probation. The intent of this program is to promote reunification of families, prevent children from entering the foster care system, and hold offenders accountable.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of offenders served annually	484	425	447	425
Outcome	Percent of offenders convicted of a misd. or felony within 1 year of supervision start date	NEW	NEW	15%	15%

Performance Measures Descriptions

Measure 2 Changed: Expanded Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,020,643	\$20,988	\$850,283	\$134,541
Contractual Services	\$36,605	\$1,496	\$36,605	\$168,784
Materials & Supplies	\$7,677	\$0	\$2,000	\$0
Internal Services	\$12,788	\$2,516	\$10,283	\$20,181
Total GF/non-GF	\$1,077,713	\$25,000	\$899,171	\$323,506
Program Total:	\$1,102,713		\$1,222,677	
Program FTE	8.76	0.24	6.85	1.15

Program Revenues				
Indirect for Dept. Admin	\$1,907	\$0	\$16,629	\$0
Fees, Permits & Charges	\$0	\$25,000	\$0	\$25,092
Beginning Working Capital	\$0	\$0	\$0	\$298,414
Total Revenue	\$1,907	\$25,000	\$16,629	\$323,506

Explanation of Revenues

County General Fund plus 1) \$25,092 Supervision fees from clients. 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. 2) BWC of \$298,414 carryover funding from the state HB 3503 Family Sentencing Alternative Program grant. Total grant funds is \$443,189.66 for the period of 01/01/2016 to 06/30/2017.

Significant Program Changes

Last Year this program was: FY 2016: 50027-16 Adult Family Supervision Unit

This program offer reflects a net decrease of 1.00; 1.00 FTE Records Technician transferred to another DCJ program as part of the reorganization to support staff in the Adult Services Division (refer # 50017-17), 1.00 FTE Probation/Parole Officer transferred to DCJ program offer # 50023A-17, 1.00 FTE Probation/Parole Officer was added during FY 2016 with new funding for the Family Sentencing Alternative Pilot program.

Department: Community Justice **Program Contact:** Michelle Aguilar
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Change Center (CC) 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. The Change Center provides cognitive behavioral skill-based programming through individual sessions and group processes, plus a motivational enhancement group. Londer Learning Center operates onsite to provide employment and education services to CC clients.

Program Summary

The Change Center is a program that has combined the programs known as the Day Reporting Center and the Londer Learning Center. This center 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. 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.

The center will be working with sanctioned and non-sanctioned clients to increase skills and dosage of programming while on supervision through cognitive interventions and skill building. They will also be providing wrap-around services by assisting clients to obtain their GED, providing job prep and career pathway courses. By implementing evidence-based programs which research shows reduces offender arrests, decreases drug use and increases employment (Rhyne and Hamblin 2010).

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of offenders served annually by Londer Learning Center	NEW	NEW	450	450
Outcome	Percent of program participants earning a GED	12%	20%	15%	15%
Output	Number of DRC clients served annually	1415	1700	1338	1600

Performance Measures Descriptions

Measure 1 Changed: Alignment to Core Function

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$395,355	\$2,288,683	\$0	\$2,181,904
Contractual Services	\$64,000	\$20,642	\$0	\$84,642
Materials & Supplies	\$7,471	\$24,426	\$0	\$18,165
Internal Services	\$1,181	\$1,311	\$1,935	\$1,960
Total GF/non-GF	\$468,007	\$2,335,062	\$1,935	\$2,286,671
Program Total:	\$2,803,069		\$2,288,606	
Program FTE	3.95	22.45	0.00	20.50

Program Revenues				
Intergovernmental	\$0	\$23,080	\$0	\$10,000
Other / Miscellaneous	\$76,550	\$0	\$0	\$0
Total Revenue	\$76,550	\$23,080	\$0	\$10,000

Explanation of Revenues

County General Fund plus \$10,000 funding from the State Dept of Human Services for Access and Recovery Clinical Services program: \$2,276,671 in Video Lottery Funds

Significant Program Changes

Last Year this program was: FY 2016: 50028-16 Adult Day Reporting Center

This program offer combines 50033-16 Londer Learning Center and 50028-16 Day Reporting Center and reflects a decrease of 5.90 FTE. During FY 2016 1.00 FTE Corrections Technician transferred to another DCJ program (refer # 50037-17). In FY 2017 this program offer is decreased by 4.90 FTE which includes 0.90 FTE Basic Skills Educator, 3.00 FTE Corrections Counselor and 1.00 FTE Corrections Technician.

Department: Community Justice **Program Contact:** Michelle Aguilar
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Change Center, combining the Day Reporting and Londer Learning Centers, 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. The Change Center provides educational and cognitive behavioral skill-based programming through individual sessions and group processes, plus a motivational enhancement group, and employment services.

Program Summary

This 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.

Over the next year we will begin restructuring the Adult Services Division (ASD). This will result in combining programs to better serve our population, realigning supervision practices to meet their needs, and centralizing support services. This restructuring will include a focus on providing upfront assessments to help determine the needs of the offenders and ensuring those needs are met.

Maintaining current service level allows the center to increase the occurrence of cognitive behavioral therapy groups. In alignment with DCJ's dosage model for how the department supervises high risk offenders, increasing the number of groups creates space for more offenders to successfully complete their programming. This also allows for employees working in this program to shift if needed to ensure upfront assessments of needs will be completed. The completion of these assessments will play an important role as ASD is restructured.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of cognitive behavioral groups	NEW	NEW	NEW	200
Outcome	Percent of offenders who substantially complete the program	NEW	NEW	NEW	50%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$294,847	\$0
Materials & Supplies	\$0	\$0	\$780	\$0
Total GF/non-GF	\$0	\$0	\$295,627	\$0
Program Total:	\$0		\$295,627	
Program FTE	0.00	0.00	2.90	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was:

This program offer restores .90 FTE Basic Skills Educator, 1.00 FTE Corrections Counselor and 1.00 FTE Corrections Technician reduced from program offer 50028A-17.

Department: Community Justice **Program Contact:** Jay Scroggin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
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 and the safety of victims.

Program Summary

EM technologies are useful case management tools that allow for a broader range of responses to non-conformance and an alternative to more expensive incarceration 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 (based upon subsidy eligibility). Current data indicate most defendants and offenders on EM complete their obligation successfully. Last year, DCJ offenders were on EM instead of using 53,641 jail bed days, which translates to approximately \$9.5 million in cost avoidance for the County on an annual basis.

This use of EM technology further allows an offender the ability to maintain employment and continue participation in treatment groups. The EM Program provides case management assistance to PPOs by installing the bracelets, monitoring compliance, responding to program violations and maintaining an EM database.

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 Post Prison Supervision and the District Attorney's Office to enhance the success of individuals placed on community supervision.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of offenders served	1,257	1,300	1,425	1,400
Outcome	Number of jail beds saved	53,641	40,000	58,428	58,000

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$260,980	\$0	\$263,270	\$0
Contractual Services	\$123,695	\$0	\$153,695	\$0
Materials & Supplies	\$780	\$0	\$520	\$0
Internal Services	\$50	\$0	\$23	\$0
Total GF/non-GF	\$385,505	\$0	\$417,508	\$0
Program Total:	\$385,505		\$417,508	
Program FTE	3.00	0.00	3.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2016: 50029-16 Adult Electronic Monitoring

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$235,401	\$590,970	\$317,674	\$755,102
Contractual Services	\$4,000	\$1,039,773	\$4,000	\$939,441
Materials & Supplies	\$2,933	\$55,224	\$1,197	\$21,051
Internal Services	\$0	\$177,854	\$0	\$97,531
Total GF/non-GF	\$242,334	\$1,863,821	\$322,871	\$1,813,125
Program Total:	\$2,106,155		\$2,135,996	
Program FTE	2.01	6.09	2.71	6.99

Program Revenues				
Indirect for Dept. Admin	\$132,164	\$0	\$80,365	\$0
Fees, Permits & Charges	\$0	\$12,500	\$0	\$13,180
Intergovernmental	\$0	\$1,851,321	\$0	\$1,077,598
Beginning Working Capital	\$0	\$0	\$0	\$722,347
Total Revenue	\$132,164	\$1,863,821	\$80,365	\$1,813,125

Explanation of Revenues

County General Fund plus 1) BWC of \$722,347 carryover from FY16 for State Department of Corrections (DOC) M57 funding. This is the allocation for the second half of the 2015-2017 biennium. Funding restricted to program that supports Measure 57; 2) \$999,279 - State Criminal Justice Commission START Court for second half of biennium. The 2015-2017 biennium funding is \$2,246,400 shared among DA, DCJ and Sheriff. Total DCJ's share is \$1,979,390; 3) \$13,180 - Supervision fees. 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; 4) \$78,319 - Bureau of Justice Administration START Enhancement (Alumni Group) grant . Total award is \$200,000 for the period of 10/01/2014 to 9/30/2016.

Significant Program Changes

Last Year this program was: FY 2016: 50030-16 Adult Property Crimes Programs (RAIN & START)

This program offer reflects a net increase of 1.60 FTE that transferred to/from other DCJ programs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,120,833	\$209,703	\$1,005,943	\$206,199
Contractual Services	\$9,273	\$94,584	\$9,273	\$105,804
Materials & Supplies	\$46,577	\$0	\$46,542	\$0
Internal Services	\$118,972	\$34,051	\$160,862	\$30,929
Total GF/non-GF	\$1,295,655	\$338,338	\$1,222,620	\$342,932
Program Total:	\$1,633,993		\$1,565,552	
Program FTE	11.30	2.20	9.44	2.06

Program Revenues				
Indirect for Dept. Admin	\$25,805	\$0	\$25,486	\$0
Fees, Permits & Charges	\$0	\$25,970	\$0	\$25,000
Intergovernmental	\$0	\$312,368	\$0	\$317,932
Total Revenue	\$25,805	\$338,338	\$25,486	\$342,932

Explanation of Revenues

County General Fund plus five other fundings: 1) \$40,000 - IGA with City of Portland Water Bureau. Work crews provide scheduled general heavy brushing work on right of ways, roadsides, trails, and COP properties. Current IGA ends 6/30/2016, anticipating renewal at same amount; 2) \$172,128 - IGA with City of Portland Parks & Recreation. Work crews provide scheduled maintenance of Portland Parks, golf courses and other sites. FY 2017 rate is \$489/day; 3) \$25,000 – Fees collect per ORS 423.570 “Fee Payable by Person on Supervised Release”. This is a onetime only fee set at \$35 per Board Resolution for clients sentenced to community service of 40 hours or more; 4) \$75,000 – assuming current IGA with COP Water Bureau at \$75,000 through 6/30/2016 to provide youth work crew for outdoor maintenance and landscape services to the Bureau of Water Works at locations throughout the City; 5) \$30,804 - IGA with Metro to provide youth work crew through Project Payback for twice weekly litter pick-up. Proceeds used for victim restitution.

Significant Program Changes

Last Year this program was: FY 2016: 50031-16 Community Service

This program offer reflects a decrease of 2.00; during FY 2016 1.00 FTE Records Technician transferred to another DCJ program as part of the reorganization to support staff in the Adult Services Division (refer # 50017-17), in FY 2017 this program offer is reduced by 1.00 FTE Community Works Leader.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$79,676	\$0
Materials & Supplies	\$0	\$0	\$260	\$0
Total GF/non-GF	\$0	\$0	\$79,936	\$0
Program Total:	\$0		\$79,936	
Program FTE	0.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was:

This program offer restores 1.00 FTE Community Works Leader reduced from program offer 50031A-17.

Department: Community Justice **Program Contact:** Michelle Aguilar
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

High risk African American men and women returning to their communities from prison and placed on supervision are over represented in the criminal justice system. Lack of education, employment experience, supportive housing coupled with returning to communities that may present some of the same anti-social influences have a negative impact on successful reentry into the community.

Program Summary

This program addresses the needs of African American men and women who not only experience the stigma of having felony records but also experience the stigma attached to being African American in our society. The Department of Community Justice (DCJ) works with culturally responsive providers who have demonstrated effectiveness in improving outcomes for African American men and women offenders who are 18 to 45 years of age in the areas of education, employment, cognitive behavioral therapy and family stability. This target population is under supervision with (DCJ) Adult Services Division African American Program and Gang Unit. Providers engage in cognitive behavior therapy, peer mentoring, parenting, employment and educational services designed to change the way people think and behave.

Cognitive interventions are a systematic approach that seeks to overcome difficulties by identifying and changing dysfunctional thinking, behavior and emotional responses. This involves helping offenders develop skills for modifying beliefs, identifying distorted thinking, relating to others in different ways, and changing behaviors. The provider utilizes mentors to assist clients with navigating complex systems such as education and employment. Mentoring helps adults establish stable lives by reducing the chaos brought about by poverty, homelessness, underemployment as well as the effects of incarceration. Gang members have shown an increased willingness to participate in programs that use mentors that have had similar life experiences as their own. The relationship that develops between the mentor and the gang member is a key factor for success.

Offenders assigned to this program are classified as a high risk as scored by the Public Safety Checklist and the LSCMI. They are also identified prior to being released from prison as gang members based on an established set of criteria.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of offenders served annually	435	450	404	450
Outcome	Percent of offenders convicted of a misd. or felony within 1 year of supervision start date	NEW	NEW	22%	22%

Performance Measures Descriptions

Measure Changed 2: Expanded Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$131,604	\$1,009,396	\$141,729	\$1,038,806
Contractual Services	\$121,872	\$203,055	\$123,822	\$205,960
Materials & Supplies	\$260	\$5,080	\$260	\$5,080
Internal Services	\$0	\$136,242	\$411	\$155,821
Total GF/non-GF	\$253,736	\$1,353,773	\$266,222	\$1,405,667
Program Total:	\$1,607,509		\$1,671,889	
Program FTE	1.00	8.00	1.00	8.00

Program Revenues				
Indirect for Dept. Admin	\$103,247	\$0	\$128,397	\$0
Intergovernmental	\$0	\$1,353,773	\$0	\$1,405,667
Total Revenue	\$103,247	\$1,353,773	\$128,397	\$1,405,667

Explanation of Revenues

County General Fund plus State Department of Corrections (DOC) \$1,405,667. This is the allocation amount for the second half of the 2015-2017 biennium. There is some flexibility on how funding is allocated;

Significant Program Changes

Last Year this program was: FY 2016: 50032-16 Adult Gang and African American Program

Department: Community Justice **Program Contact:** Jay Scroggin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
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 Community Court. Most non-violent, non person-to-person misdemeanors and violations are eligible to remain in Community Court for final resolution, which allows for social service referrals, a community service sentence, and dismissal of most charges on the first case.

Program Summary

Community Court is a collaborative program staffed by the District Attorney's Office, the Circuit Court, Multnomah County Human Services, the Department of Community Justice (DCJ), Portland Business Alliance, Oregon Indigent Defense Services, Sheriff's Office, Portland State University and Portland Community College. Community Court is designed to address less serious offenses that negatively impacts livability. Community Court provides real consequences for offenders as well as attempting to meet their social service needs. 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.

Offenders sentenced to Community Court are typically cited on non person-to-person misdemeanors and violations. A typical Community Court sanction includes one to five days of community service and may include a social service mandate as well. 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of community court participants referred annually	1,489	2,800	1,062	1000
Outcome	Percent of offenders completing their community service as ordered	61%	65%	52%	65%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$89,936	\$0	\$92,723	\$0
Materials & Supplies	\$1,820	\$0	\$1,820	\$0
Total GF/non-GF	\$91,756	\$0	\$94,543	\$0
Program Total:	\$91,756		\$94,543	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2016: 50035-16 Support to Community Court

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$81,050	\$0	\$75,701	\$0
Materials & Supplies	\$260	\$0	\$260	\$0
Total GF/non-GF	\$81,310	\$0	\$75,961	\$0
Program Total:	\$81,310		\$75,961	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2016: 50036-16 Adult Domestic Violence Deferred Sentencing

Department: Community Justice **Program Contact:** Jay Scroggin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Sex Offender Reduced Supervision (SORS) caseload provides supervision for sex offenders who have been identified as low risk for sexual reoffense by validated risk assessment tools. 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's staff assists with community safety by reducing risk through continued monitoring of the offender's behavior while on supervision.

Program Summary

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

- 1) Completing a minimum of one year supervision and treatment;
- 2) Passing a full disclosure polygraph (if medically able and if no extenuating circumstances 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.

An offender who meets any of the below criteria is excluded from SORS supervision:

- 1) Having an Axis II diagnosis (personality disorder)*;
- 2) Having a score of 6+ 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 or Mentally Retarded Developmentally Disabled (MRDD);
- 6) Having any predatory designation*.

*May be waived by the manager

In accordance with the Risk/Need/Responsivity model, the SORS program limits the extent of resources invested in low risk offenders and focuses on allocating the majority of resources to high and medium risk sex offenders. One Sex Offender Specialist Parole/Probation Officer (PPO) supervises approximately 180 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 every six months, successfully complete a maintenance polygraph every six months, participate in sexual offense specific treatment until discharged, and pay supervision and court ordered fees. Offenders are returned to a high risk caseload if there are any indications of status instability or verified behaviors that present an increased risk to the community or victim.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of offenders served annually	214	125	214	200
Outcome	Percent of offenders convicted of a misd. or felony within one year of supervision start date	NEW	NEW	2%	2%
Outcome	Percent of offenders convicted of a new sex-offense misd. or felony within one year of supervision start date	NEW	NEW	0%	0%

Performance Measures Descriptions

Measure 2 Changed: Expanded Recidivism Definition
 Measure 3 Changed: New Measure

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$129,395	\$0	\$207,662
Materials & Supplies	\$0	\$260	\$0	\$0
Internal Services	\$0	\$14,508	\$0	\$31,149
Total GF/non-GF	\$0	\$144,163	\$0	\$238,811
Program Total:	\$144,163		\$238,811	
Program FTE	0.00	1.00	0.00	2.00

Program Revenues				
Indirect for Dept. Admin	\$10,995	\$0	\$25,667	\$0
Intergovernmental	\$0	\$144,163	\$0	\$238,811
Total Revenue	\$10,995	\$144,163	\$25,667	\$238,811

Explanation of Revenues

State Department of Corrections (DOC) \$238,811. This is the allocation amount for the second half of the 2015-2017 biennium. There is some flexibility on how funding is allocated.

Significant Program Changes

Last Year this program was: FY 2016: 50037-16 Adult Sex Offender Reduced Supervision (SORS)

This program offer reflects an increase of 1.00 FTE Corrections Technician that transferred from another DCJ program during FY 2016 (refer # 50028A-17).

Department: Community Justice **Program Contact:** Jay Scroggin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Level 4 Reduced Supervision Team (RST) is the foundation for evidence-based practices 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. Approximately 2,500 offenders are supervised by RST annually.

Program Summary

Offenders are assessed utilizing risk tools. Those who have the lowest risk to re-offend are routed to RST for supervision. Research shows that providing intense supervision to lower risk offenders is detrimental and causes more harm (Andrews, Bonta and Hoge 1990).

RST is a formal probation/parole/post-prison program 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 law enforcement contact, and must receive permission to travel outside of Oregon. The offender must complete probation/parole/post-prison conditions. New probation's convicted in Multnomah County are reviewed monthly for the first 90 days of supervision to ensure compliance with treatment, restitution and community service conditions. RST monitors new criminal activity and responds with an array of sanctions or redirection, which can include a caseload transfer for more intensive supervision, jail/revocation, electronic monitoring and/or community service.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of offenders served annually	3,177	2,500	3,342	3,000
Outcome	Percent of offenders convicted of a misd. or felony within 1 year of supervision start date	NEW	NEW	9%	9%

Performance Measures Descriptions

Measure 2 Changed: Expanded Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$962,672	\$348,670	\$650,114	\$400,392
Contractual Services	\$2,750	\$15,122	\$2,750	\$23,330
Materials & Supplies	\$23,505	\$0	\$6,711	\$0
Internal Services	\$2,817	\$40,708	\$3,140	\$60,058
Total GF/non-GF	\$991,744	\$404,500	\$662,715	\$483,780
Program Total:	\$1,396,244		\$1,146,495	
Program FTE	9.95	3.35	5.26	3.74

Program Revenues				
Indirect for Dept. Admin	\$30,849	\$0	\$49,488	\$0
Fees, Permits & Charges	\$0	\$404,500	\$0	\$483,780
Other / Miscellaneous	\$76,550	\$0	\$158,714	\$0
Total Revenue	\$107,399	\$404,500	\$208,202	\$483,780

Explanation of Revenues

County General Fund plus 1) \$158,714 is 51% allocation of projected Circuit Court Jail Assessments (HB2712) of \$308,326, which are deposited into the general fund. Assuming funding from HB2712 will remain the same as FY16 actual (\$308,326); historically, fees for the Criminal Fine Account (CFA) are collected by Mult Co. Circuit Court per ORS 137.309. DCJ receives 60% of the monies collected per ORS 137.308.2) Supervision fees from clients \$483,780. 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: FY 2016: 50038-16 Adult Generic Reduced Supervision (Casebank)

This program offer reflects a decrease of 4.30 FTE; 4.00 FTE Records Technician transferred to another DCJ program as part of the reorganization to support staff in the Adult Services Division (refer # 50017-17), 0.30 FTE Probation/Parole Officer transferred to DCJ program offer # 50039-17.

Department: Community Justice **Program Contact:** Jay Scroggin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

These programs promote public safety by monitoring and supervising adult offenders on bench probation who have been convicted of Driving Under the Influence of Intoxicants (DUII). Staff monitor and supervise offenders by tracking each case for police contact, new criminal activity and compliance to conditions set by the Court. These programs' ability to monitor the activities of offenders allows the courts to effectively supervise these cases and address violations in a timely manner. MMP and FSMP are instrumental in holding bench probation clients accountable.

Program Summary

The Monitored Misdemeanor Program (MMP) and Formal Supervised Misdemeanor Program (FSMP), provide a service to the courts by monitoring police contacts with DUII offenders who are placed on bench probation. The MMP program monitors offenders who have failed to successfully complete the DUII Diversion program or are otherwise ineligible for diversion. Fifteen percent of these offenders are high risk multiple DUII offenders participating in the DUII Intensive Supervision Program.

FSMP is a program that has the ability to modify program operations according to regularly scheduled reviews with criminal justice partners. The most common offenses for people placed on bench probation are assaults, menacing, drunk driving, and theft. This program is risk-based and during the first phase of implementation focused on offenders convicted of two or more DUII offenses. The program is strongly supported by judges, who currently do not have sufficient staff or supervision programs to respond to all of the offenders currently serving a bench probation.

DCJ's ability to monitor additional offenders in FSMP is modeled on the existing MMP program that is utilized heavily by the Courts, but is restricted in terms of eligibility to only first and second time drunk driving convictions, and is limited in actual supervision provided. Clients on FSMP will be able to report compliance issues, maintain current address, contact information, and pay supervision fees electronically. On a regular schedule, compliance will be monitored with regards to special conditions such as treatment, community service, and restitution.

Defendants in both programs are entered into the statewide Law Enforcement Data System (LEDS) following their conviction. Police contact will generate an electronic notification sent to MMP staff. Staff researches the nature of the contact and sends a report to the supervising judge. FSMP offenders can also be sanctioned by the officer depending on the severity of the behavior. The report to the judge includes information regarding law enforcement contact that reveals alcohol use, illegal driving or new criminal activity; or when an offender exhibits behaviors as reported by law enforcement which appear to constitute a significant danger to public safety.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of offenders served annually	2,349	2,350	2,000	2,000
Outcome	Percent of positive case closures	97%	80%	97%	97%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$411,308	\$278,977	\$196,822	\$234,365
Contractual Services	\$0	\$23,779	\$0	\$29,369
Materials & Supplies	\$1,300	\$2,355	\$0	\$379
Internal Services	\$1,299	\$37,789	\$1,845	\$37,087
Total GF/non-GF	\$413,907	\$342,900	\$198,667	\$301,200
Program Total:	\$756,807		\$499,867	
Program FTE	4.28	3.42	1.65	2.85

Program Revenues				
Indirect for Dept. Admin	\$26,151	\$0	\$28,968	\$0
Fees, Permits & Charges	\$0	\$342,900	\$0	\$301,200
Total Revenue	\$26,151	\$342,900	\$28,968	\$301,200

Explanation of Revenues

County General Fund plus Bench Probation fees \$301,200 (\$88,200 - FSMP; \$213,000 - MMP). Fees are set by and ordered by the Circuit Court as a condition of probation and payable to DCJ for monitoring of the clients. The current fees for FSMP clients are \$30 per month. The monitoring fees for MMP clients are \$15 per month.

Significant Program Changes

Last Year this program was: FY 2016: 50039-16 Formal Supervision & Monitor Misdemeanor Program

This program offer reflects a net decrease of 3.20 FTE that transferred to/from other DCJ programs including 2.00 FTE Records Technician that transferred to program offer 50017-17 as part of the reorganization to support staff in the Adult Services Division.

Department: Community Justice **Program Contact:** Laura Ritchie
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
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 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 Summary

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 Change Center, 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 and pose risk.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average number of alternative sanctions recommended per month	217	250	210	250
Outcome	Average number of revocations per month	24	25	25	25
Outcome	Average number of DCJ jail bed days saved monthly	1,900	1,200	1,500	1,200

Performance Measures Descriptions

Savings are calculated based on the benchmark of 445 jail beds occupancy for DCJ clients.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$903,262	\$0	\$910,298	\$0
Contractual Services	\$198,289	\$0	\$160,979	\$35,311
Materials & Supplies	\$12,470	\$0	\$3,040	\$0
Total GF/non-GF	\$1,114,021	\$0	\$1,074,317	\$35,311
Program Total:	\$1,114,021		\$1,109,628	
Program FTE	9.50	0.00	9.50	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2016: 50040-16 Adult Effective Sanctioning Practices

Department: Community Justice **Program Contact:** Truls Neal
Program Offer Type: Administration **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: Backfill State/Federal/Grant

Executive Summary

The Juvenile Services Division works to hold youth involved with the Juvenile Justice System accountable, provide reformation opportunities, and promote public safety to ensure an equitable and fair Juvenile Justice system. Juvenile Services Management (JSM) leads, supports and monitors Delinquency Intervention, Probation, Accountability, Community Engagement, Treatment, and Detention services for delinquent youth 12-18 years of age, and in the case of probation, youth up to the age of 23.

Program Summary

JSM ensures that JSD protects public safety, provides fair and equitable accountability and delivers cost effective, evidence based services to delinquent youth and their families. JSD is responsible for engaging with the community and collaborating with system partners (e.g., the judiciary, law enforcement, etc) to enhance the coordination and effectiveness of the overall juvenile system. Programs are designed to reduce recidivism as well as the over-representation of youth of color in the juvenile justice system in Multnomah County. Specific oversight responsibilities include:

- 1) PROBATION AND ACCOUNTABILITY SERVICES - Coordinates and monitors units devoted to probation supervision, sanctioning, connection to resources, and accountability, including Community Service and Project Payback, a juvenile restitution program, and the Community Monitoring programs.
- 2) CUSTODY SERVICES - Responsible for the operations and security of a regional juvenile detention facility. This facility operates 24 hours a day, 7 days a week and serves tri-county youth awaiting subsequent court hearings (including Measure 11 youth), or those serving a sanction.
- 3) PRE-ADJUDICATION, TREATMENT AND COMMUNITY INTERFACE SERVICES— Oversees intake/assessment, prevention/intervention, and adjudication. Provides community-based mental health and alcohol and drug services for delinquent youth (including assessments, case planning, care coordination, and individual/family therapy), as well as a residential program. Interfaces with youth-serving community resources and agencies to improve access and integration.
- 4) SYSTEM CHANGE AND DETENTION ALTERNATIVES INITIATIVE PROGRAMMING - Focuses on developing and implementing strategies to reduce racial and ethnic disparities in the juvenile justice system and enhancing multi-system integration. Holds youth accountable and protects public safety through shelter care use, residential placement options, and other detention alternative intervention outlets.
- 5) FAMILY COURT SERVICES - Provides mediation, a supervised parenting time program, parent education and child custody evaluations, as well as support to the court for system initiatives.

In addition, JSM 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 and juvenile justice reform.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of criminal referrals received annually	NEW	NEW	1,150	1,150
Outcome	Percent of youth that had one or more subsequent referrals within one year post disposition	NEW	NEW	28%	28%

Performance Measures Descriptions

Measure 1 Changed: Alignment to Core Functions
 Measure 2 Changed: Expanded Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,313,519	\$220,976	\$1,237,540	\$143,021
Contractual Services	\$211,401	\$0	\$194,370	\$0
Materials & Supplies	\$120,954	\$9,834	\$117,661	\$5,195
Internal Services	\$63,883	\$23,664	\$47,868	\$17,324
Total GF/non-GF	\$1,709,757	\$254,474	\$1,597,439	\$165,540
Program Total:	\$1,964,231		\$1,762,979	
Program FTE	10.03	0.97	8.43	0.57

Program Revenues				
Indirect for Dept. Admin	\$17,657	\$0	\$14,187	\$0
Intergovernmental	\$0	\$101,740	\$0	\$67,069
Other / Miscellaneous	\$3,300	\$152,734	\$3,300	\$87,324
Beginning Working Capital	\$0	\$0	\$0	\$11,147
Total Revenue	\$20,957	\$254,474	\$17,487	\$165,540

Explanation of Revenues

County General Fund plus 1) \$3,300 - Juvenile Informal Restitution which is deposited into the general fund. Revenue is collected from the youth and passed-through to the victim for restitution. Budget based on 3 year average; 2) \$98,471 - Annie E. Casey Foundation grant. Amount includes BWC of \$11,147 which is projected unspent balance being carried forward from FY16; 3) \$67,069 - remaining of US DOJ OJJDP Anti Gang award. Total grant award amount is \$203,478 for two years from 10/1/14-9/30/16.

Significant Program Changes

Last Year this program was: FY 2016: 50050-16 Juvenile Services Management

This program offer reflects a decrease of 2.00 FTE that transferred to other DCJ programs (refer # 50000-17 and 50051-17). This program offer includes \$16k general fund backfill due to reduction in funding from the Annie Casey grant.

Department: Community Justice **Program Contact:** Tracey Freeman

Program Offer Type: Support **Program Offer Stage:** As Adopted

Related Programs:
Program Characteristics:
Executive Summary

Juvenile Support Services supports Juvenile Services Division's (JSD) Administration, Pre-adjudication, Probation, and Assessment & Treatment for Youth and Families units (ATYF). Support Services staff members perform the following functions: a) maintain accurate records internally and in various statewide data systems; b) provide information and referrals to the public and community partners; c) provide administrative and clerical support to division personnel; d) coordinate payroll, property management and purchasing; and e) provide reception coverage.

Program Summary

Support Services provides office support to Pre-adjudication, Probation and ATYF. Within Support Services, the Child Abuse Unit provides service of summons and petitions according to statutory criteria. Essential functions include: specialized entry and records maintenance in the statewide Juvenile Justice Information System (JJIS), and Law Enforcement Data System (LEDS). Support Services enters warrants into LEDS; provides law enforcement with field access to juvenile Electronic Probation Records (EPR); maintains juvenile sex offender registration information; performs records checks; processes subpoenas; archiving requests; expunction of juvenile records that meet statutory criteria; Title IV-E claiming, and support related to victim fines and restitution tracking. Support Services also maintains all closed juvenile files; provides public assistance with general inquires; mail distribution; and processes documents, and forms for JSD, and the District Attorney's Office, Department of Human Services and the judiciary per inter-agency agreements.

The Child Abuse Unit partners with 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 provide precise records which are vital to the outcome of individual cases.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of referrals received & processed annually	3,559	3,200	3,100	3,200
Outcome	Number of court orders and dispositions processed	1,672	1,500	1,400	1,500
Outcome	Percent of warrants successfully processed without additional validations needed	95%	95%	95%	95%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,304,292	\$0	\$1,389,872	\$0
Contractual Services	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$117,915	\$0	\$127,078	\$0
Internal Services	\$1,117,222	\$0	\$1,215,167	\$0
Total GF/non-GF	\$2,549,429	\$0	\$2,742,117	\$0
Program Total:	\$2,549,429		\$2,742,117	
Program FTE	15.00	0.00	16.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2016: 50051-16 Juvenile Services Support

This program offer reflects an increase of 1.00 FTE that transferred from another DCJ program (refer # 50050-17).

Department: Community Justice **Program Contact:** Judith Moyer
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
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 1,500 at risk families as they go through separation and divorce.

Program Summary

The Parent Education Program (under FCS) provides divorce and parenting information to over 3,000 Multnomah County parents experiencing the major life transition of separation or divorce. Through parent education, mediation, evaluation, information and referral services, FCS stabilizes families involved with the Family Court and plays a critical role in preventing family dysfunction, childhood stress and juvenile delinquency.

FCS provides child custody mediation to over 1,350 cases a year and conducts approximately 40 child custody evaluations annually to assist families experiencing high levels of conflict. FCS also produces materials such as the "Birth Through Three" and "Second Chances" handbooks for use by parents and others in need of information relevant to parenting issues. 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 is housed in the Downtown Courthouse. Limited services began being offered in the Fall of 2015 to better serve the residents of the East region of Multnomah County. Parent education and mediation are state mandated services.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of clients satisfied with parent education classes	92%	90%	92%	90%
Outcome	Percent of custody/parenting time evaluations resulting in settlement	77%	80%	77%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$160,883	\$790,208	\$163,509	\$807,219
Contractual Services	\$0	\$40,906	\$0	\$41,402
Materials & Supplies	\$0	\$38,505	\$0	\$35,544
Internal Services	\$0	\$164,496	\$0	\$186,594
Total GF/non-GF	\$160,883	\$1,034,115	\$163,509	\$1,070,759
Program Total:	\$1,194,998		\$1,234,268	
Program FTE	1.10	7.70	1.42	7.58

Program Revenues				
Indirect for Dept. Admin	\$78,865	\$0	\$99,773	\$0
Fees, Permits & Charges	\$0	\$950,130	\$0	\$992,960
Intergovernmental	\$0	\$83,985	\$0	\$77,799
Total Revenue	\$78,865	\$1,034,115	\$99,773	\$1,070,759

Explanation of Revenues

County General Fund plus 1) \$758,960 in state funding appropriation for conciliation and mediation services; 2) \$94,000 conciliation services fee collected as part of \$60 marriage license fees of which \$10 is a conciliation svcs fee; 3) Evaluation fees \$10,000 (70% of clients qualify for a waiver); 4) Parent education Fees \$130,000 (\$55 or \$70 fee). Fees are collected per ORS 205.320 and 107.510 to 107.610, and are set by Board Resolution; 6) \$77,799 is the Access & Visitation grant from US Dept of Health and Human Services to be used for various services e.g. mediation services, counseling and the development of parenting plans. (\$20,009 for grant ending 09/30/2016, and \$57,790 for anticipated renewal.)

Significant Program Changes

Last Year this program was: FY 2016: 50052A-16 Family Court Services

This program offer adds 0.20 FTE Marriage & Family Counselor Associate in FY 2017.

Department: Community Justice **Program Contact:** Judith Moyer
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: Backfill State/Federal/Grant

Executive Summary

Family Court Services Justice for Families Program (JFF) helps keep victims of domestic violence and their children safe by providing supervised parenting time services and legal resources to families impacted by domestic violence. Each year JFF provides supervised parenting time for approximately 100 families and legal resources for approximately 95 domestic violence survivors involved in contested restraining order/custody proceedings. The Federal Office on Violence against Women (OVW) provides funds to support direct supervision and staff training.

Program Summary

FCS Justice for Families - Safety First Program provides supervised visitation and safe exchange services to at least 100 families a year in the tri-county area. Safety First provides a safe place for victims of domestic violence to accommodate children's visits with an offending parent when such has been ordered. This program accepts community and court referrals and provides free monitored parenting time and safe exchanges for children and families experiencing domestic violence. In addition, the JFF provides legal resources to 95 domestic violence survivors annually in the form of legal information, advice, assistance with filing, or representation in contested custody/restraining order proceedings.

Research identifies the period in which a victim leaves a violent relationship as the highest risk period for increased violence or homicide. Research shows that witnessing domestic violence contributes to children demonstrating depression, aggression, anxiety, and school problems. Child abuse and domestic violence co-occur at an overall rate of at least 40%, making children in these families doubly at risk. (Bancroft 2002; Campbell 2004; National Survey Summary on Children's Exposure to Violence 2010). In addition, domestic violence offenders see custody at higher rates than in other families, often prevailing due to higher levels of access to legal resources and use court proceedings to continue abuse after separation (Jaffe 2003, Saccuzzo & Johnson 2004, Multnomah County 2010, Courtwatch)

The existence of safe visitation and exchange services and access to legal resources in the tri-county area is a critical component of the continuum of services in place in the community to protect victims of domestic violence and interrupt the cycle of children's exposure to violence.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of families served annually	100	100	100	100
Outcome	Number of security incidents during supervised parenting time or exchange	2	4	2	3

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$96,984	\$180,477	\$136,176	\$167,888
Contractual Services	\$38,320	\$32,866	\$56,563	\$32,616
Materials & Supplies	\$364	\$7,000	\$364	\$5,332
Internal Services	\$4,894	\$24,657	\$4,263	\$25,183
Total GF/non-GF	\$140,562	\$245,000	\$197,366	\$231,019
Program Total:	\$385,562		\$428,385	
Program FTE	1.40	1.40	1.56	1.24

Program Revenues				
Indirect for Dept. Admin	\$18,686	\$0	\$20,751	\$0
Intergovernmental	\$0	\$245,000	\$0	\$231,019
Total Revenue	\$18,686	\$245,000	\$20,751	\$231,019

Explanation of Revenues

1) \$211,827 - US DOJ OVW Supervised Parenting Grant. Anticipating submitted grant application of \$600,000 will be awarded. Awarding period is three year from 10/01/20106 to 09/30/2019 2) \$19,192 - Clackamas County contribution for security and transportation - based on FY16 grant agreement.

Significant Program Changes

Last Year this program was: FY 2016: 50053-16 FCS - Justice for Families - Supervised Parenting Time

This program offer includes \$47k in general fund backfill due to funding reduction in the DOJ OVW Supervised Parenting grant.

Department: Community Justice **Program Contact:** Craig Bachman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Juvenile Detention protects the community by holding youth in custody when it has been determined that they are a serious risk to public safety and/or are a high risk to not appear for court. In FY 2015, over 1,300 youth were brought to Juvenile Detention for intake screening. This offer funds 56 of the 72 beds required to meet the County's daily detention needs.

Program Summary

The Juvenile Detention facility has a capacity of 191 beds. Of the 72 beds required to meet the County's daily detention needs, 33 beds are contracted and reserved for Clackamas and Washington Counties. The remaining 39 beds hold high risk Multnomah County youth who are NOT appropriate for community placement. Of those 72 beds, a unit of 16 beds must be kept available for female clients.

The ability to safely detain delinquent youth is mandated by Oregon law and is essential to community protection. The decisions made to hold youth in detention are based on the results of a validated detention screening system along with policies developed collaboratively among system stakeholders. This system has saved Multnomah County millions of dollars by safely diverting lower risk youth into less costly community placement 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.

Funding for the County's 56 detention beds allows for Intake services and housing arrangements for youth who are awaiting trial, who are parole violators, who have serious probation violations, or those who are on out-of-state holds awaiting return to their jurisdiction.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of days in which the detention population exceeded funded bed capacity	70	8	40	25
Outcome	Room confinement avoided per 100 person days of detention	99	99	99	99

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$6,570,888	\$1,539,375	\$6,583,443	\$0
Contractual Services	\$11,594	\$900	\$5,461	\$0
Materials & Supplies	\$299,997	\$366,865	\$214,613	\$166,110
Internal Services	\$928,142	\$246,765	\$886,452	\$0
Capital Outlay	\$11,000	\$0	\$11,000	\$0
Total GF/non-GF	\$7,821,621	\$2,153,905	\$7,700,969	\$166,110
Program Total:	\$9,975,526		\$7,867,079	
Program FTE	62.00	14.00	58.20	0.00

Program Revenues				
Indirect for Dept. Admin	\$164,269	\$0	\$0	\$0
Intergovernmental	\$3,383,904	\$162,610	\$3,389,979	\$166,110
Other / Miscellaneous	\$255,330	\$1,000	\$80,603	\$0
Beginning Working Capital	\$0	\$203,006	\$0	\$0
Service Charges	\$153,609	\$1,787,289	\$0	\$0
Total Revenue	\$3,957,112	\$2,153,905	\$3,470,582	\$166,110

Explanation of Revenues

County General Fund plus 1) \$80,603 - DCJ Catering Sales. FY17 budget trends from prior 3 FYs; 2) \$3,389,979 - IGA with Washington County and Clackamas County; projection is based on the followings: informed FY17 daily bed rate of \$288.92; the FY17 yearly total day counts are 365 days with 16 beds for Washington County (\$1,687,293) and 17 beds for Clackamas County (\$1,792,749), respectively; , plus the additional set amount for each county when usage is over 12 beds - Clackamas \$3,467 (anticipating 12 beds over usages) , Washington \$8,668 (anticipating 30 beds which is trending up from prior years actual). This projection also includes the deduction of \$51,099 for each county for the Health Dept's provision of health services to detention clients 3) \$166,110 - total reimbursement by USDA ODE for youth that qualify for the school lunch program (\$59,770 breakfast & \$106,340 Lunch). Anticipating meal count at same level as FY16 with rate \$0.84 per snack/\$1.99 per breakfast and \$3.13 per lunch

Significant Program Changes

Last Year this program was: FY 2016: 50054A-16 Juvenile Detention Services - 56 Beds

This program offer reflects a decrease of 17.80 FTE; during FY 2016 1.00 FTE Community Justice Manager and 1.00 FTE Juvenile Custody Services Specialist transferred to another DCJ program (refer # 50063-17), 13.00 FTE Juvenile Custody Services Specialist are cut because the Senderos Program ended during FY 2016, in FY 2017 this program offer is reduced by 1.00 FTE Cook and 1.80 FTE Food Service Worker.

Department: Community Justice **Program Contact:** Craig Bachman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Juvenile Detention 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 funds 16 of the 72 beds required to meet the County's daily detention needs

Program Summary

Of the 72 beds required to meet the County's daily detention needs, 33 beds are contracted and reserved for Clackamas and Washington Counties. The remaining 39 beds hold high risk Multnomah County youth who are NOT appropriate for community placement. Of those 39 beds, a unit of 16 beds must be kept available for female clients.

Funding for this offer's 16 beds allows for Intake and Admissions services and housing arrangements for youth who are awaiting a trial, who are parole violators, who have serious probation violations, or who are out-of-state holds awaiting to be returned to their jurisdiction.

In FY 2015 over 1,300 youth were brought to Juvenile Detention for intake screening. The ability to safely detain delinquent youth is mandated by Oregon law and is essential to community protection. Decisions to hold youth are based on the results of a validated detention screening system developed over the past 15 years along with policies developed collaboratively among system stakeholders. This system has saved Multnomah County millions of dollars by safely diverting lower risk youth into less costly community placement 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.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of days in which the detention population exceeded funded bed capacity	70	8	40	25
Outcome	Room confinement avoided per 100 person days of detention	99	99	99	99

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$714,752	\$0	\$743,727	\$0
Materials & Supplies	\$63,806	\$0	\$35,516	\$0
Total GF/non-GF	\$778,558	\$0	\$779,243	\$0
Program Total:	\$778,558		\$779,243	
Program FTE	6.00	0.00	6.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2016: 50054B-16 Juvenile Detention Services - 16 Beds

Department: Community Justice **Program Contact:** Craig Bachman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Courtyard Cafe provides lunch service for visitors, Juvenile Justice partners, and staff at the Juvenile Justice Facility. The Courtyard Cafe is open from 10 am - 2 pm Monday through Friday. There are limited food options available near the Juvenile Justice Complex.

Program Summary

This offer restores lunch service by the Courtyard Cafe for the Juvenile Justice Complex. Restoration of the lunch service would have significant impacts in maintaining staff morale and the good will of our partners at the Juvenile Justice Complex. Many of our partners utilize the Café to allow for lunch meetings between Court sessions. The Café is also a resource for families who often have to spend time at the Juvenile Justice Complex awaiting court hearings and other meetings. It provides them with an affordable and convenient option for food. Without the Café, staff and others would have to leave to get food resulting in a loss of productivity and the ability to quickly get food and beverages. It provides a natural meeting space where DCJ staff and partners can interact to catch up on business as well as build positive relationships. Restoration of the Café will also prevent several staff layoffs.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average number of Courtyard Cafe transactions per day	NEW	NEW	NEW	140
Outcome	Amount of annual revenue earned	NEW	NEW	NEW	105,000

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$142,057	\$0
Contractual Services	\$0	\$0	\$7,239	\$0
Materials & Supplies	\$0	\$0	\$72,215	\$0
Total GF/non-GF	\$0	\$0	\$221,511	\$0
Program Total:	\$0		\$221,511	
Program FTE	0.00	0.00	2.00	0.00

Program Revenues				
Service Charges	\$0	\$0	\$114,000	\$0
Total Revenue	\$0	\$0	\$114,000	\$0

Explanation of Revenues

County General Fund plus \$114,000 in DCJ Courtyard Cafe sales.

Significant Program Changes

Last Year this program was:

This program offer restores the operation of the Courtyard Cafe for lunch service only, including 1.00 FTE Cook and 1.00 FTE Food Service Worker and associated revenue, material, and service costs reduced from program offer 50054A-17.

Department: Community Justice **Program Contact:** Tracey Freeman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
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 court processing. The Community Monitoring Program (CMP) provides supervision and support 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 Summary

This program serves both pre-adjudicated and post adjudicated youth to ensure court compliance. CMP 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.

While on CMP, each youth must make several daily phone calls to the CMP office for required check-ins. CMP 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 a range of alternatives to detention, Multnomah County JSD would detain nearly 200 additional youth per year.

Performance Measures					
Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of youth served	187	200	190	200
Outcome	Percent of youth who attend their court appearance	98%	98%	97%	97%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$306,604	\$273,827	\$272,539	\$316,648
Internal Services	\$0	\$30,642	\$0	\$0
Total GF/non-GF	\$306,604	\$304,469	\$272,539	\$316,648
Program Total:	\$611,073		\$589,187	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$23,221	\$0	\$0	\$0
Intergovernmental	\$0	\$304,469	\$0	\$316,648
Total Revenue	\$23,221	\$304,469	\$0	\$316,648

Explanation of Revenues

County General Fund plus Oregon Youth Authority Gang Transition Services (OYA GTS) funds \$316,648. This is the budgeted amount for the second half of the 2015-2017 biennium.

Significant Program Changes

Last Year this program was: FY 2016: 50055-16 Community Monitoring Program

Department: Community Justice **Program Contact:** Tracey Freeman

Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

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 additionally save the County significant funding each year while preserving public safety.

Program Summary

Oregon Revised Statute (ORS) 419C.145 defines the circumstances under which a juvenile offender may be placed in custody. A youth having committed a felony crime, accumulated a history of warrants for failure to appear in court, engaged in probation or conditions of release violations, or participated in certain person to person misdemeanors, is eligible for custody. Further stipulated in this statute are mandates that allow these youth to be released to a parent, shelter or other responsible party as long as their release does not endanger the welfare of the community or the youth. In FY 2014, shelter and residential placements served 90 high risk youth 12-18 years old. While in care, these youth attend school, participate in treatment and work with an assigned Juvenile Court Counselor.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of youth served	90	95	90	95
Outcome	Percent of youth who do not leave the shelter during their placement	80%	85%	80%	85%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$137,848	\$470,148	\$73,839	\$534,157
Internal Services	\$0	\$52,609	\$0	\$0
Total GF/non-GF	\$137,848	\$522,757	\$73,839	\$534,157
Program Total:	\$660,605		\$607,996	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$39,868	\$0	\$0	\$0
Intergovernmental	\$0	\$522,757	\$0	\$534,157
Total Revenue	\$39,868	\$522,757	\$0	\$534,157

Explanation of Revenues

County General Fund plus 1) Oregon Youth Authority Gang Transition Services (OYA GTS) funds \$473,337. This is the budgeted amount for the second half of the 2015-2017 biennium 2) \$60,820 - Title IV-E reimbursement funds based on FY 2016 projection of allowable activity

Significant Program Changes

Last Year this program was: FY 2016: 50056A-16 Juvenile Shelter & Residential Placements

Department: Community Justice **Program Contact:** Deena Corso
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Intake, Assessment, Intervention and Adjudication (IAIA) carries an average daily caseload of 180 youth (12-18). Youth who are at imminent risk of becoming chronic juvenile offenders are identified using validated risk assessment instruments; supervision and services are provided to 400 juvenile offenders annually.

Program Summary

IAIA conducts daily intakes, responds to victim and public inquiries, and administers delinquency risk assessments. IAIA communicates with the District Attorney's Office regarding charging decisions, provides valuable information and referral services to the public, and facilitates victim services as mandated by Oregon Victims' Rights Law. Judges rely heavily on IAIA to provide critical information and technical support for daily court docketing and proceedings.

IAIA staff monitor the daily court docket, assist the Juvenile Court with delinquency matters, set court proceedings in motion, and collaborate with Deputy District Attorneys, defense attorneys, State Court Clerk's Office, and Judicial Officers concerning matters of law and court processes including preparation of court reports and recommendations. IAIA staff represent the Juvenile Services Division during these court proceedings.

IAIA administers standardized, comprehensive delinquency risk assessments to identify youth who are at the highest risk to re-offend. Low and medium risk youth age 12 and older who commit low-level delinquent acts are assessed and held accountable via contracts called Formal Accountability Agreements (FAA), instead of being charged, adjudicated and placed on formal probation. FAA conditions may include community service, restitution, an apology letter, school attendance and/or treatment services. IAIA 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.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total number of youth served by IAIA	528	NEW	400	400
Outcome	Percent of informal youth who do not receive a new criminal referral within one year post disposition	NEW	NEW	85%	85%

Performance Measures Descriptions

Measure 1 and 2 Changed: Alignment to Core Functions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,016,800	\$0	\$959,796	\$0
Contractual Services	\$6,019	\$0	\$6,019	\$0
Materials & Supplies	\$5,158	\$0	\$4,205	\$0
Internal Services	\$19,056	\$0	\$13,212	\$0
Total GF/non-GF	\$1,047,033	\$0	\$983,232	\$0
Program Total:	\$1,047,033		\$983,232	
Program FTE	9.00	0.00	8.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2016: 50057-16 Juvenile Intake, Assessment, Intervention & Adjudication (IAIA)

This program offer reflects a decrease of 1.00 FTE Juvenile Counselor that transferred to another DCJ program in FY 2016 (refer # 50066-17).

Department: Community Justice **Program Contact:** Tracey Freeman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: Backfill State/Federal/Grant

Executive Summary

Juvenile Field Probation (JFP) services are divided into three specialized units designed to address the unique needs of each youth population. The three units are Resource Intervention Services to Empower (RISE), Juvenile Sex Offender Probation Supervision Unit (JSOP) and Juvenile Female Probation Unit. All three units hold youth accountable through specialized supervision and sanctions, skill building, mentoring and positive age appropriate activities.

Program Summary

The RISE unit provides probation supervision to high risk, gang involved, and youth on supervision for serious assault and weapon related charges. The JSOP unit supervises youth on supervision for sexual related charges and the Female Probation Unit focuses on providing effective gender specific case management and programming to medium and high risk adjudicated females and youth who have been identified as victims of Commercial Sexual Exploitation of Children (CSEC). Juvenile Court Counselors (JCC) develop probation case plans establishing enforceable expectations and address victim restitution. In addition to holding youth accountable, JCC's also coordinate 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 act gang involvement, sexual offending and other harmful behaviors leading to further involvement in the criminal justice system. JFP focuses on the highest risk offenders by utilizing Functional Family Probation Services (FFPS), an evidence-based case management model that has proven results in reducing recidivism and promoting accountability among juvenile offenders. Probation's use of FFPS increases parent participation in the youth's supervision and treatment and youth have increased success on supervision when family members are actively participating. Interventions that take place in this program include intensive family based counseling, specialized youth treatment, culturally appropriate services, employment training opportunities, positive peer influences and community support systems.

JCCs are an integral member of the Community Healing Initiative (CHI) which uses an inter-disciplinary approach to develop and implement plans for positive youth development, family support and community protection. JCCs also partner with Police, Adult Parole/Probation Officers and the community to gather intelligence that helps with intervention when delinquent behavior is present.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of youth on probation served annually	NEW	NEW	450	450
Outcome	Percent of youth who received criminal referral within 12 months of probation start date	NEW	NEW	37%	37%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,237,901	\$1,178,288	\$1,126,694	\$1,320,970
Contractual Services	\$366,579	\$66,502	\$288,343	\$66,502
Materials & Supplies	\$13,135	\$1,300	\$12,127	\$2,308
Internal Services	\$57,457	\$135,915	\$59,374	\$182,736
Total GF/non-GF	\$1,675,072	\$1,382,005	\$1,486,538	\$1,572,516
Program Total:	\$3,057,077		\$3,059,054	
Program FTE	11.14	10.86	10.08	11.92

Program Revenues				
Indirect for Dept. Admin	\$102,147	\$0	\$150,574	\$0
Intergovernmental	\$0	\$1,382,005	\$0	\$1,572,516
Total Revenue	\$102,147	\$1,382,005	\$150,574	\$1,572,516

Explanation of Revenues

County General Fund plus 1) \$420,937 - Title IV-E reimbursement funds based on FY 2016 projection of allowable activity 2) \$811,753 - Oregon Youth Authority Gang Transition Services (OYA GTS) funds. This is the budgeted amount for the second half of the 2015-2017 biennium. 3) \$339,826 - Oregon Youth Authority Juvenile Crime Prevention (OYA JCP Female Gender). This is the budgeted amount for the second half of the FY15-17 biennium. Funding must be allocated to evidence-based programs.

Significant Program Changes

Last Year this program was: FY 2016: 50058-16 Juvenile Female Probation Services

Combines 50059-16, 50061-16 and 50062-16

This program offer includes \$21k in general fund backfill due to the ending of Federal Juvenile Accountability Block grant and a \$83k reduction in Sex Offender Tx services.

Department: Community Justice **Program Contact:** Tracey Freeman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Gang violence is a serious problem within Multnomah County. In 2005, the Oregon Legislature established a funding stream to enhance important law enforcement activities in the eastern part of Multnomah County via the East Metro Gang Enforcement Team (EMGET).

Program Summary

In the late 1980s, Multnomah County saw an increase in gang recruitment, drug sales, violence and gang activity. Today, gang activity is not only increasing in Multnomah County, it is spreading. Latino gangs have established themselves east of 122nd street and their high risk activities have increased in recent years.

EMGET includes a partnership between the Gresham Police Department, the Multnomah County Sheriff's Office, and other East County law enforcement agencies. In order to reduce the impact of criminal street gangs on citizens, schools, businesses and neighborhoods of Gresham, Fairview, Troutdale, Wood Village and unincorporated areas of east Multnomah County. EMGET exercises five major strategies: 1) provides a high level of coordinated law enforcement; 2) locates and identifies individuals affiliated with criminal street gangs; 3) gathers and shares intelligence information related to criminal street gang activity; 4) investigates crimes associated with criminal street gangs; and 5) provides an increased level of police presence in known or suspected ceremonial street gang affected areas.

EMGET conducts monthly, multi-agency, coordinated missions and holds quarterly meetings (open to the public) to release the latest numbers/data related to criminal street gang contacts, weapons seized, arrests of gang members and EMGET cases referred for prosecution.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of outreach/contacts with suspected gang members/associates	1,060	1,200	1,000	1,100
Outcome	Number of gang-activity related criminal arrests	372	250	300	250

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$699,262	\$0	\$484,957
Internal Services	\$0	\$18,950	\$0	\$0
Total GF/non-GF	\$0	\$718,212	\$0	\$484,957
Program Total:	\$718,212		\$484,957	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$718,212	\$0	\$484,957
Total Revenue	\$0	\$718,212	\$0	\$484,957

Explanation of Revenues

Oregon Youth Authority Gang Transition Services (GTS) funds \$484,957. This is the budgeted amount for the second half of the 2015-2017 biennium.

Significant Program Changes

Last Year this program was: FY 2016: 50060-16 Juvenile East Multnomah Gang Enforcement Team (EMGET)

Department: Community Justice **Program Contact:** Deena Corso

Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

Related Programs:

Program Characteristics:

Executive Summary

The Assessment and Evaluation (A&E) Program is a Behavioral Rehabilitation Services (BRS) short term residential program designed to provide temporary structure, stabilization and treatment readiness. The assessment and evaluation program serves youth who may otherwise be in detention awaiting a community placement. The goal of this program is to provide a safe place where youth and family can make longer term plans for the youth.

Program Summary

The BRS A&E program is a voluntary program for male and female youth, ages 13-17, who require a staff secured, out of home placement for assessment/evaluation, stabilization and transition planning. The average length of stay is 45 days, but youth may be enrolled for up to 90 days based on individual needs. Capacity for the program is 16 youth. This program serves approximately 80 youth per year. Participants receive a comprehensive assessment administered by a licensed mental health professional using the evidence-based Global Appraisal of Individual Needs (GAIN) tool, as well as a service plan that is developed by the Primary Counselor, parent (guardian) and the youth.

Each youth in the program has an individualized service plan that reflects how the program will address the youth’s issues, describes anticipated outcomes, and is reviewed and approved by the youth and the parent/guardian. Additional assessments (alcohol and drug, psychiatric medication) may be provided as indicated as well as assist in obtaining assessments in the community (psychological or psychosexual). The core philosophy of the program is to provide holistic, trauma-informed, client- and family-focused services for young people and their families, engaging youth in an array of services with consideration given to their developmental levels, gender needs, cultural background, community support, parental involvement, and other social support. The program follows best practices for trauma-informed care and has adopted a model which emphasizes strength-based and cognitive-behavioral interventions. Services also include individual and group counseling in a culturally responsive environment, skill training, family counseling and parent training.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of youth assessed	73	80	57	75
Outcome	Percent of youth exited with a completed discharge plan	95%	100%	100%	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$492,290	\$1,046,727	\$415,665	\$1,431,972
Contractual Services	\$141,331	\$69,967	\$99,765	\$73,387
Materials & Supplies	\$5,751	\$13,076	\$7,021	\$9,630
Internal Services	\$144,742	\$118,840	\$157,875	\$168,631
Total GF/non-GF	\$784,114	\$1,248,610	\$680,326	\$1,683,620
Program Total:	\$2,032,724		\$2,363,946	
Program FTE	4.54	10.46	2.51	14.49

Program Revenues				
Indirect for Dept. Admin	\$88,223	\$0	\$138,952	\$0
Intergovernmental	\$0	\$700,828	\$0	\$1,088,043
Service Charges	\$0	\$547,782	\$0	\$595,577
Total Revenue	\$88,223	\$1,248,610	\$138,952	\$1,683,620

Explanation of Revenues

County General Fund plus 1) total funding of \$1,088,043 from Oregon Youth Authority Juvenile Crime Prevention program. This is the budgeted amount for the second half of the FY15-17 biennium. Funding consists of \$735,777 for Diversion programs and \$352,266 for Basic programs; 2) \$280,612 - Behavioral Rehabilitation Services (BRS), a form of Medicaid. Estimate based on an anticipated average of 8 beds filled/day @ \$96.10 per bed per day; 3) \$227,395 - Assumes continuation of IGA with the Department of Human Services at the same funding level as FY16; 4) \$87,570 - Assumes continuation of the IGA with Clackamas County at the same funding level as FY16.

Significant Program Changes

Last Year this program was: FY 2016: 50063-16 Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation

This program offer reflects an increase of 2.00 FTE; during FY 2016 1.00 FTE Community Justice Manager and 1.00 FTE Juvenile Custody Services Specialist transferred from another DCJ program (refer # 50054A-17).

Department: Community Justice **Program Contact:** Deena Corso
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
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 approximately 130 probationers per year.

Program Summary

ATYF Mental Health Consultants (MHCs) 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 as well as a level of care determination. 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 MHCs provide outpatient individual and family treatment in strict adherence to an evidence-based model, Multidimensional Family Therapy (MDFT). MDFT addresses adolescent substance use and behavioral problems as the complex issues that they are. It is strength-based, solution-focused, and incorporates a team approach into the treatment of adolescents. Services are provided in the youth's home, the clinic office, school and other community settings and focus on improving attachments between youth and caregivers, changing anti-social behaviors and reducing drug and alcohol use..

Research shows that youth with untreated substance abuse issues are nearly ten times more likely to become chronic re-offenders. 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 re-offending and penetrating deeper into the justice system by linking them to treatment services that change their delinquent thinking and behaviors.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of youth served annually	122	140	120	140
Outcome	Percent of youth who reduced usage or were not using A/D at the end of treatment	67%	70%	70%	70%
Outcome	Percent of youth who improved problem-solving, self-management, anger management and/or coping skills	81%	80%	80%	80%
Outcome	Percent of youth who made academic progress and/or improved attendance	74%	75%	75%	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$110,223	\$964,133	\$240,280	\$649,851
Contractual Services	\$4,000	\$53,010	\$4,000	\$53,010
Materials & Supplies	\$2,325	\$9,713	\$779	\$7,999
Internal Services	\$16,457	\$103,657	\$19,853	\$91,856
Total GF/non-GF	\$133,005	\$1,130,513	\$264,912	\$802,716
Program Total:	\$1,263,518		\$1,067,628	
Program FTE	0.89	8.11	2.25	5.75

Program Revenues				
Indirect for Dept. Admin	\$80,337	\$0	\$82,764	\$0
Intergovernmental	\$0	\$1,039,620	\$0	\$710,028
Service Charges	\$59,097	\$90,893	\$65,826	\$92,688
Total Revenue	\$139,434	\$1,130,513	\$148,590	\$802,716

Explanation of Revenues

County General Fund plus 1) Total funding of \$710,028 from Oregon Youth Authority Juvenile Crime Prevention program for JSD's Assessment & Treatment for Youth and Families (ATYF) program. Funding includes \$174,823 for Basic program and \$535,205 for Prevention program. This is the budgeted amount for the second half of the FY15-17 biennium. Funding must be allocated to evidence-based programs; 2) \$92,688 - Medicaid insurance reimbursement for FQHC eligible services from Verity, CareOregon, and DMAP; 3) additional \$65,826 in FQHC wraparound payments that post to the general fund. Revenue based on prior 3 year average.

Significant Program Changes

Last Year this program was: FY 2016: 50064-16 Juvenile Assessment & Treatment for Youth & Families (ATYF)

This program offer reflects a net decrease of 1.00 FTE; during FY 2016 2.00 FTE Mental Health Consultants (MHC) transferred to the Health Department, Corrections Health Division (refer # 40049-17), 1.00 FTE MHC transferred in from another DCJ program (refer # 50066-17), in FY 2017 a vacant 1.00 FTE MHC is cut and a new 1.00 FTE Case Manager 2 is added.

Department: Community Justice **Program Contact:** Tracey Freeman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Culturally Specific Intervention Services (CSIS) provides culturally specific services to medium and high risk African American and Latino youth and their families through the Community Healing Initiative (CHI). CHI is a family- and community-centered collaboration designed to stop youth and gang violence in Multnomah County by addressing its root causes.

Program Summary

This collaborative paradigm between the County's Department of Community Justice (DCJ), Department of County Human Services (DCHS) and community based providers is a joint system responsibility that entails shared financial resources and investments, shared system outcomes and shared risk. CHI applies supervision/suppression, intervention, and prevention strategies to youth and families who have recent involvement with high risk activities and behaviors relevant to violence/gun violence. This program serves approximately 90 families annually. Within CHI, each family receives a comprehensive assessment and individualized family service plan. Services are tailored to meet a family's individual needs and integrated in a manner that reduces and prevents gang violence. The majority of youth served by CHI are on probation to the Juvenile Court.

A network of public safety and social service agencies, and community-based organizations known as the Youth, Family and Community Team build service capacity, promote integrated case management, increase connection to ethnic communities in the metropolitan area, and augment community safety. The Team focuses on sustainability through fostering family and community ownership and empowerment. Team services are evidence-based, culturally specific and family oriented. The family service plans address criminogenic needs that most closely link with recidivism and youth violence.

The goals of CHI 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 CHI prevents unnecessary and expensive detainment in correctional facilities.

CHI is a proven best practice successful in intervening with these young people and families. By utilizing a specific, proven best practice model that provides intensive family-focused support and intervention, services are culturally and gender specific, as well as tailored to individual client needs.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of African-American and Latino youth referred through Juvenile service	60	100	80	100
Outcome	Percent of African American and Latino youth who avoided new criminal referrals after entering services	60%	65%	62%	65%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$1,290,874	\$137,705	\$1,251,697	\$159,239
Materials & Supplies	\$1,221	\$0	\$0	\$0
Internal Services	\$0	\$15,409	\$0	\$0
Total GF/non-GF	\$1,292,095	\$153,114	\$1,251,697	\$159,239
Program Total:	\$1,445,209		\$1,410,936	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$11,677	\$0	\$0	\$0
Intergovernmental	\$0	\$153,114	\$0	\$159,239
Total Revenue	\$11,677	\$153,114	\$0	\$159,239

Explanation of Revenues

County General Fund plus Oregon Youth Authority Gang Transition Services (OYA GTS) funds \$159,239. This is the budgeted amount for the second half of the 2015-2017 biennium Governor's budget.

Significant Program Changes

Last Year this program was: FY 2016: 50065A-16 Juvenile Culturally Specific Intervention

Department: Community Justice **Program Contact:** Tracey Freeman

Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

Related Programs:
Program Characteristics:
Executive Summary

In our community, there is a significant need to reduce racial and ethnic disparities in the juvenile justice system and to focus on and apply early intervention services. Community Healing Initiative (CHI) Early Intervention and Diversion Program is a community centered and family focused model designed to prevent and reduce delinquency, address root causes and to augment community safety and connection. Culturally specific nonprofits provide services, supports and referral calibrated to the level of risk and family needs for youth who have committed lower level offenses for the first time.

Program Summary

CHI is a best practice model for preventing and reducing juvenile justice involvement and addressing racial and ethnic disparities. At the community level CHI is essential to building capacity and safety within communities of color.

Starting on 7/1/15, the CHI Early Intervention and Diversion Program is for all first time youth offenders throughout the county with a qualifying low level offense. All youth with a qualifying offense are referred to community based nonprofits that offer them and their families coordination, pro-social programming and referrals to needed services. Risk and needs are assessed through validated tools and the program uses assertive engagement to focus on those youth with the highest needs. Program coordinators are assigned to a case load of youth to develop service plans that are tailored to meet the individual youth and family situation. Providers report that school connection/re-connection assistance, counseling, youth development activities (sports, arts, i.e.) and parent support / parenting classes are among the most critical areas of need. Approximately 400 youth will be served by this program. Previously, these youth would have received a warning letter from the Juvenile Services Division (JSD) after contact with law enforcement. CHI supports community based, culturally and gender specific prevention and early intervention services delivered by community providers to young people and their families at the highest risk of gang membership.

Youth of color experience exclusionary school discipline at disproportionate rates in Multnomah County and disconnection from school and a lack of educational attainment have been cited as contributors to youth and gang violence problems in our community. This proposed funding also supports a School Advocacy program that provides legal representation services for school discipline administrative hearings for approximately 50 juvenile justice involved youth, primarily medium to high risk youth on probation. This program interrupts the school to prison pipeline.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of youth served	N/A	500	450	450
Outcome	Percent of youth engaging in community-based support services	N/A	75%	60%	65%
Output	Number of youth receiving school advocacy services	NEW	NEW	NEW	50

Performance Measures Descriptions

Measure 1: FY 15 Data Unavailable During Database Upgrades

Measure 3 Changed: New Program Goal

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$764,944	\$0	\$770,491	\$0
Total GF/non-GF	\$764,944	\$0	\$770,491	\$0
Program Total:	\$764,944		\$770,491	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2016: 50065B-16 Early Intervention and Community Coordination

Department: Community Justice **Program Contact:** Tracey Freeman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

CHI Mentoring services are based on a key theme emerging from the Office of Juvenile Justice and Delinquency Prevention (OJJDP) Comprehensive Community Gang Model. A key theme in the resulting assessment report was the need for “mentors that get it,” meaning mentors who have lived the experience of gangs, to work with youth who are already involved with gangs or at risk of becoming involved.

Program Summary

Community Healing Initiative (CHI) Mentoring Services is a prevention and intervention strategy aimed at reducing youth involvement in gangs. CHI Mentoring Services target gang involved youth or youth who are at risk for gang involvement ages 11-18 years. Mentoring is delivered as an additional service component within the existing Community Healing Initiative program of the Juvenile Services Division, with youth who are on probation being the first priority. CHI is a family and community centered collaboration designed to stop youth and gang violence in Multnomah County by addressing its root causes. CHI provides culturally specific and evidence based services to medium and high risk youth and their families. Mentoring services are targeted to last 6 months to a year for each youth involved in the program, as research has shown that relationships that persist over a longer period of time produce more positive outcomes (Clayton 2009).

Gang Violence has been a growing concern in Multnomah County and traditional efforts at suppression have not stopped gang violence. Providing mentoring services designed to serve the juvenile justice population is a strategy for addressing the gang issues in our community. Programs that provide mentoring for youth serve not only to establish positive nurturing relationships with adults, but also to provide pathways to increased opportunities in education and employment in the community. In addition, research has shown that juvenile justice youth who have participated in various mentoring programs had a reduction in recidivism compared to youth who did not receive mentoring services (Clayton 2009). Mentors help disconnected youth reintegrate back into their communities and stay focused on positive aspects of their lives.

African American and Latino youth are served by the CHI mentors. Potential impacts are great for these two populations. Based on our OJJDP Gang Assessment one of the key interventions identified that was needed were mentors with lived experience. Mentors can connect young people to community and pro-social activities, be a support in understanding struggles the young person encounters and offer guidance. Potential impact is to stop youth’s penetration into Correctional Facilities by keeping youth connected to their community.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of youth served	NEW	60	44	60
Outcome	Percent of youth demonstrating increased involvement in pro-social activities	NEW	70%	90%	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$220,000	\$0	\$223,520	\$0
Total GF/non-GF	\$220,000	\$0	\$223,520	\$0
Program Total:	\$220,000		\$223,520	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2016: 50065C-16 Community Healing Initiative Mentoring Services

Department: Community Justice **Program Contact:** Deena Corso
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Department of Community Justice (DCJ) Juvenile Services Division (JSD) Community Interface Services seeks to strengthen and improve our connections with community partners. The goal is to improve services to youths and families, restore victims, and reduce recidivism.

Program Summary

Community Interface Services consists of the following:

EDUCATION AND EMPLOYMENT ACCESS COORDINATOR serves as a liaison between JSD and the education and youth workforce development communities to improve school connectivity, job readiness and career development.

RESTORATIVE JUSTICE COORDINATOR identifies and implements strategies for increasing restorative opportunities for youth in the juvenile justice system as well as those in the community who have not yet been referred to the system. JSD also contracts with Resolutions NW to provide restorative Justice training and technical assistance to school districts throughout the County.

TREATMENT EXPEDITER serves as the liaison between JSD and internal treatment and community based providers to improve outcomes for youth and their families. This position promotes effective system collaboration

YOUTH VILLAGES INTERCEPT- Youth Villages Intercept program is an evidenced-based in-home family therapy model. DCJ contracts with Youth Villages to serve approximately 30 youth and their families each year.

POLICE DEPARTMENT LIAISONS/JCCs works with the School Resource Officers (SRO) countywide in their mission to prevent delinquency, reduce truancy and increase graduation rates. These positions work to intervene prior to formal system involvement and to reduce Racial and Ethnic Disparities (RED).

PORTLAND PUBLIC SCHOOLS (PPS) JCCs - JSD and PPS share two JCCs who provide services and referrals to PPS students exhibiting behaviors that place them at risk for suspension and/or expulsion.

WRAPAROUND FACILITATOR CASE MANAGER2 is responsible for coordination with County Wraparound and service planning. This position facilitates communication between the family, natural supports, community resources, involved providers and agencies to provide a more coordinated response and continuity of care.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of youth and family connections made in the community for diversion from juvenile system	334	150	249	250
Outcome	Percent of youth on probation actively engaged in school	86%	85%	87%	85%
Output	Number of youth served by Youth Villages Intercept Program	32	35	36	35
Outcome	Percent youth exiting Youth Villages Intercept Program showing improved problem-solving, anger control, coping	65%	75%	70%	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$653,923	\$110,074	\$717,655	\$113,372
Contractual Services	\$381,397	\$443,077	\$110,480	\$500,129
Materials & Supplies	\$10,650	\$0	\$11,343	\$0
Internal Services	\$12,913	\$61,897	\$16,125	\$17,006
Total GF/non-GF	\$1,058,883	\$615,048	\$855,603	\$630,507
Program Total:	\$1,673,931		\$1,486,110	
Program FTE	6.00	1.00	6.00	1.00

Program Revenues				
Indirect for Dept. Admin	\$46,906	\$0	\$14,012	\$0
Intergovernmental	\$0	\$615,048	\$0	\$630,507
Total Revenue	\$46,906	\$615,048	\$14,012	\$630,507

Explanation of Revenues

County General Fund plus 1) \$376,309 -Title IV-E reimbursement funds, \$376,309 is based on FY 2016 projection of allowable activity; 2) \$65,189 - funding from Portland Public School (PPS) for Delayed Expulsion Program; 3) \$65,189 - funding from PPS for Major Suspension Program; 4) \$ 123,820 - Oregon Youth Authority (OYA) Flex Fund Grant. This is the budgeted amount for the second half of the FY2015-2017 biennium.

Significant Program Changes

Last Year this program was: FY 2016: 50066-16 Juvenile Community Interface Services

This program offer reduces funding for Youth Villages Intercept Program by \$100k and eliminates the \$114k School-Based Restorative Justice contract.

Department: Community Justice **Program Contact:** Deena Corso
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The School-Based Restorative Justice (SBRJ) program provides contracted services designed to teach school personnel how to develop and implement restorative justice practices in schools throughout Multnomah County. SBRJ has empirically shown effectiveness in increasing high school completion by reducing suspensions and expulsions along with decreasing police and juvenile justice involvement for high and at-risk students.

Program Summary

This program provides consultation, training and technical support in School-Based Restorative Justice (SBRJ) principles and practices to teachers, counselors, school administrators, students, and community members. SBRJ offers concrete strategies for learning and developing problem-solving skills, coping mechanisms and de-escalation tools which leads to a reduction in the use of exclusionary discipline (suspensions and expulsions) of students. Exclusionary discipline disproportionately affects students of color and places them at increased risk for referral to the juvenile justice system.

Restorative Justice practices have been shown to be effective at interrupting the “school to prison pipeline” – a term that describes policies and practices that push students, especially our most at-risk children, out of classrooms and into the juvenile or criminal justice systems. The “pipeline” reflects the prioritization of incarceration over education.

SBRJ began as a demonstration project many years ago based on a joint commitment between the City of Portland and Multnomah County to invest funds to pilot the SBRJ program model at selected schools in Multnomah County. Over time, the County assumed full funding for this project which began in Parkrose School District but spread to Portland Public Schools, David Douglas School District, Gresham-Barlow School District, and Reynolds School District.

We plan to transition responsibility for this project to the schools over the next year.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of people trained in restorative principles and processes	NEW	NEW	NEW	250
Outcome	Percentage of trainees satisfied with restorative training sessions	NEW	NEW	NEW	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$114,000	\$0
Total GF/non-GF	\$0	\$0	\$114,000	\$0
Program Total:	\$0		\$114,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

General Fund

Significant Program Changes

Last Year this program was:

Restores funding for School Based Restorative Justice.

Department Overview

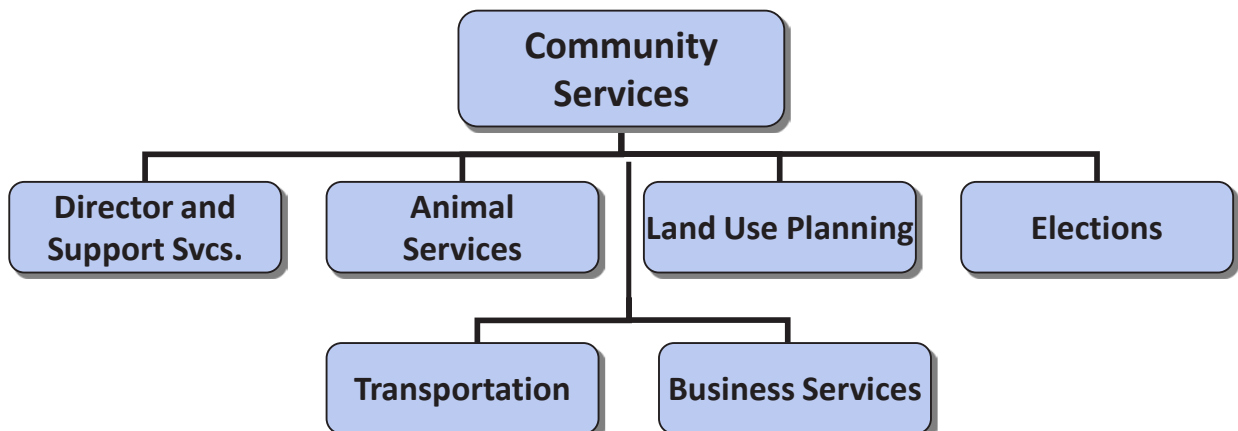
Multnomah County Department of Community Services (DCS) has developed a performance and accountability strategy that focuses on results. This system improves our ability to measure how we are doing, plan for the future and report on our performance across all of the services we deliver to the community. The foundation of our performance and accountability strategy is our first department-wide Strategic Plan. The Plan adopts the motto, "Inclusive Community - Accessible Services" to reflect our commitment to incorporate the diverse needs of our community in all the services we provide. The FY 2017 Department Budgets all align with this Plan.

The Department delivers a number of essential services throughout Multnomah County. The divisions include Animal Services, Elections, Land Use Planning, and Transportation. The common mission of these diverse divisions is articulated in the department's Mission, Vision and Values. These serve as the basis for developing goals, objectives and strategies included in the Strategic Plan:

Mission: The Department of Community Services preserves harmony between natural and built environments, keeps people and pets safe, and ensures every voice is heard.

Vision: To be a trusted partner helping to create thriving and inclusive communities.

Values: Responsibility -We are resourceful and explore ways to deliver safe, responsive, effective, and sustainable services; Integrity - We act with honesty, sincerity and high ethical standards; Transparency - We promote an open process and communicate the reasons for actions and decisions; Equity - We respect, value, and honor diversity as we build relationships with our colleagues and communities; and Leadership - We encourage innovation and promote professional growth.



Budget Overview

The budget for the Department of Community Services is approximately \$126.2 million. When compared with the FY 2016 Adopted budget, General Fund support increases by \$1.2 million (8%) to \$16.4 million (includes \$700,000 of Video Lottery Funds). Other Funds decreased by \$16.8 million (13%) to \$110 million.

Significant budget changes include increases in contracted services - \$4.2 million for Levee Ready Columbia Infrastructure Finance Authority (IFA) loan (91013A), \$1.1 million increase City Supplemental Payments for the County gas tax pass thru payments to the cities (91022), \$1.3 million Burnside Bridge Feasibility Study, year 2 of 3 (91018). The increase in contracted services is offset with a \$2.7 million decrease due to the ramp down of the Sellwood Bridge replacement project (91017). The overall budget decreases by \$16 million due to reduced capital budgets projects, in particular the planned completion of the Sellwood Bridge replacement project (91017) in FY 2017. Staffing is relatively unchanged with a net 2.20 FTE increase.

The following programs are funded with ongoing funding:

- 91000B Director’s Office Management Assistant \$148,279
- 91000C Director’s Office Research & Evaluation \$135,233
- 91006B Animal Services Field Officer Lease Space \$60,000
- 91007B Animal Services Animal Care \$178,666
- 91021B Land Use Planning Compliance \$96,716

The budget includes \$1.2 million in one-time-only funding. This one-time-only funding is allocated to seven program offers and funds 1.00 FTE. A list of programs funded as one-time-only can be found on pages 18 and 19 of the Budget Director’s Message. Additional information on these programs; as well as changes in other programs can be found in the individual program offers.

Budget Trends	FY 2015	FY 2016	FY 2016	FY 2017	Difference
	Actual	Current	Adopted	Adopted	
		Estimate	Budget	Budget	
Staffing FTE	197.30	208.80	208.80	211.00	2.20
Personnel Services	\$20,733,053	\$21,133,704	\$23,372,030	\$23,519,217	\$147,187
Contractual Services	40,131,118	40,266,415	38,256,580	43,712,230	\$5,455,650
Materials & Supplies	3,782,833	4,100,664	4,834,450	4,780,302	(\$54,148)
Internal Services	16,142,507	17,112,362	20,538,740	18,924,799	(\$1,613,941)
Capital Outlay	<u>44,079,480</u>	<u>44,496,681</u>	<u>54,919,834</u>	<u>35,298,499</u>	<u>(\$19,621,335)</u>
Total Costs	\$124,868,991	\$127,109,826	\$141,921,634	\$126,235,047	(\$15,686,587)

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

Successes and Challenges

The Department of Community Services Divisions have successfully met several significant milestones during FY 2016:

The Sellwood Bridge replacement project continues to meet several key milestones. This past year a lot of work was accomplished which took shape in the form of retaining walls, steel arches, bridge decking, completion of both approaches and progress along state highway 43. Traffic was moved onto the new bridge in early March 2016. Directing traffic to the new span allowed for the demolition of the old detour bridge and approaches followed by the planned completion of project in FY 2017.

Animal Services – Continues to develop and deploy new program models to increase the live release rates of animals. The live release rate for dogs is 96% and for cats it is 89%, respectively, a 2% increase for both dogs and cats from last year. The program is also working towards the addition of staff positions and addressing facility improvements at the shelter to improve service delivery.

Elections – In FY 2016 the division created a new program that allows a focus on the equitable provision of voter and election services to under-served communities. The Voter Education and Outreach Program, led by a new program specialist, is working to identify and remove barriers to participation in the voter registration and election processes. Elections continues to prepare for the November 2016 Presidential Election.

Land Use Planning – Completed work on the update of the Sauvie Island Rural Area Plan and continues to work towards completion of the updated County Comprehensive Plan. The Comprehensive Plan identifies land use and transportation planning goals, policies and strategies to protect natural resources and guide development within the unincorporated portions of the county.

Transportation – During FY 2016, the Department reorganized three transportation functional areas: Road Services, Bridges, and Transportation Planning (previously within the Land Use and Transportation Planning Division) into a focused Transportation Division. The consolidation allows an enhanced alignment of resources, increased efficiency and effectiveness to better serve the public. The Transportation Division is comprised: Bridges (engineering, maintenance & operations), Road Engineering, Road Maintenance, Planning and Development, Water Quality and County Surveyor.

The most significant challenge facing Transportation continues to be related to the financing of infrastructure. Transportation continues to look for ways to fund much needed improvement to the County's system of roads and bridges.

Diversity and Equity

DCS leadership continues efforts to diversify its workforce and institutionalize equity in the delivery of and access to its services. Efforts to improve recruitment and selection to maintain a diverse workforce includes targeted recruitment of women and people of color for vacancies. These efforts have resulted in the successful employment of both men and women in non-traditional classifications, i. e., more men in office support and customer service positions and women in engineering and mechanic positions.

The DCS 2015-2020 Strategic Plan includes an objective to increase awareness of the Equity and Empowerment Lens throughout the Department and to maximize our application of the Lens in all business operations and services. We continue to meet this objective through institutionalizing equity reviews for new and current program activity and tailoring Equity and Empowerment Lens training to our specific work programs. Community involvement in our public meetings, Citizen Advisory Committees and Planning Commission include a broad spectrum of voices to help guide program planning and implementation. We promote inclusion, diversity and equity discussions at staff meetings through our DCS Equity Summit Group. We continue our DCS representation on the County Equity Council and encourage staff participation in the varied county employee resource groups.

The Sellwood Bridge Replacement project continues with significant opportunities to support minority and women owned businesses as well as emerging small businesses. Programs in place for this large project include mentoring, apprenticeship, and the division of large task into smaller components to give more businesses the opportunity to bid successfully on portions of the project. Sellwood Bridge is on track for completion in FY 2017.

Budget by Division

Division Name	FY 2017 General Fund	Other Funds	Total Division Cost	Total FTE
Director and Support Services	\$2,123,035	\$1,747,959	\$3,870,994	28.00
Animal Services	7,260,770	2,421,500	9,682,270	58.00
Elections	4,359,615	0	4,359,615	11.00
Land Use Planning	1,682,389	291,037	1,973,426	11.00
Transportation	<u>286,000</u>	<u>114,704,970</u>	<u>114,990,970</u>	<u>103.00</u>
Total Community Services	\$15,711,809	\$119,165,466	\$134,877,275	211.00

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

Director and Support Services

This Division is comprised of three groups; the Director's Office, Human Resources and Business Services.

The Director's Office leads, manages and oversees both the mandated and non-mandated services of the Department. It represents the Chair and the Board in the administration of the Department of Community Services. It provides leadership, management and executive direction to the programs and services within the Department. It 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

The Director's Office will be leading an update of the department-wide Strategic Plan as it moves into its third year. The arrival of three new division directors leading Animal Services, Land Use Planning and Transportation support the need to update the Strategic Plan. The FY 2017 budget will introduce a new Deputy Director position to Community Services which will provide additional support to the Director's Office and Division leadership.

Animal Services

The Animal Services mission is protecting the health, safety and welfare of pets and people in Multnomah County. To accomplish this, the Division is organized into four programs:

1. Animal Shelter Operations program provides humane shelter and health care 365 days a year for lost, homeless and stray animals that are injured, sick, abandoned, abused or neglected. It reunites animals with their owners, adopts animals into new homes and provides veterinary services.
2. Field Services program provides 24 hour public safety emergency response to animals attacking people and animals; 24 hour emergency rescue for injured, sick and abused animals; investigation services for animal bite cases, potentially dangerous dog incidents and animal abuse and neglect; enforces city, county and state laws; and, provides education and assistance in resolving neighborhood animal nuisances complaints.
3. Client Services and Community Outreach provides customer service for shelter visitors, phone customers and e-business transactions; administers the county-wide pet licensing program, volunteer and foster programs, web and social media efforts, and the Apartment Cat Team (ACT).
4. Community Services and Program Development program provides/ manages Volunteer Services Foster Care Services, community-based cat TNR services, and community networking and marketing.

Significant Changes

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

Animal Services has submitted two innovative program offers:

1. Program offers 91006B and 91006C adds a combined \$260,000 to the Division budget to allow for the relocation of Field Services to an off-site location, thus freeing up much needed space at the animal services facility for operational programming.
2. Program offer 91007B will add 2.00 new full time Animal Care Technicians. The additional staffing will support the continued vision of animal services to greatly enhance its service delivery and increase the live release rate of both dogs and cats.

Elections

The mission of the Elections Division is to uphold the reputation for transparent, accurate, accessible and accountable elections in Multnomah County and maintain the public's confidence and trust in the elections process. The Elections Division conducts all local, city, county, state and federal elections for the citizens of 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 and local candidate and initiative petitions; accepting candidate and 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. During major elections the division employs as many as 260 temporary election workers.

Significant Changes

Once every four years, a Presidential General Election takes place. This will occur in FY 2017. Expenses for Presidential General Elections are far greater than any other election that occurs in the four-year cycle due to a greater rate of participation. As a result, program offer 91008B adds \$335,000 to pay for the additional labor and supplies associated with the increased voter participation.

In January 2016, Governor Kate Brown signed House Bill 2177 which created Oregon Motor Voter Act to modernize voter registration in Oregon and provide a secure, simple and convenient way more Oregonians to be registered voters. Oregonians will not need to take a separate step to register to vote at the Driver and Motor Vehicle Services (DMV) after obtaining or renewing their driver license. The new law will make voter registration automatic. It is anticipated Multnomah County voting rolls will see an increase of nearly 50,000 new voters.

Land Use Planning

The Land Use Planning Division is responsible for Land Use Planning, Code Compliance, and implementing the Solid Waste Licensing program for unincorporated areas of the County.

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.

Code Compliance ensures compliance within land use and transportation right-of-way rules. It is largely complaint driven, emphasizing hands-on work with property owners to achieve voluntary compliance with the respective rules.

The Solid Waste Licensing program licenses service providers for solid waste and recycling in the rural unincorporated areas of the County to meet State and regional requirements.

Significant Changes

In FY 2016, a division reorganization in the Department of Community Services brought a new division alignment. Previously known as Land Use and Transportation Planning, this division is now the Land Use Planning division. Transportation Planning has been moved to the newly formed Transportation division.

Transportation

The Transportation Division is comprised of: Bridges, Roads, County Surveyor, Planning and Development, and Water Quality.

Bridges and Roads maintain, preserve, and improve the safety of the County's six Willamette River Bridges and approximately 300 miles of roads outside of the Cities of Portland and Gresham. Transportation performs planning, engineering, and construction management for capital projects, responds to emergencies and performs preventative maintenance task such as maintaining traffic signs, striping, and signals, and storm drainage system, in addition to operating the four movable downtown bridges.

County Surveyor maintains survey records, reviews and files surveys and land divisions plats, along with maintaining and restoring public land survey corners.

Water Quality coordinates the county-wide response to federal and state clean water regulations, with the aim to protect the health of streams and water quality.

Planning and Development develops strategies to improve all modes of transportation in the County. The program reviews transportation impacts of development, reviews permits for the use of County's Right of Way, prepares the Capital Improvement Plan, and secures funding for capital projects.

During FY 2016, reorganization in the Department of Community Services created the Transportation Division. Road Services, Bridges, and Transportation Planning (previously within the Land Use and Transportation Planning Division), have been merged into one division in order to enhance resources, increase efficiency and effectiveness in better serving the public.

Road Fund revenue has shown continued modest recovery, but has not kept up with system needs. FY 2016 saw a modest pavement overlay program, however FY 2017 will see a decrease in the overlay program budget. Our condition index rating was steady between FY 2015 and FY 2016, but will decline in the next few years without a significant increase in Transportation Funding.

In FY 2017 construction of the Sellwood Bridge, Morrison Lift Spans Rehabilitation, and east county road projects on NE Sandy Boulevard and NE Arata Road are planned to be completed. Work will continue on the Broadway Rall Wheel Replacement, Burnside Maintenance Project, Burnside Seismic Feasibility Study, NW Cornelius Pass Road Project, NE 238th Ave between NE Halsey Street and NE Glisan Street, and culvert replacements on Beaver Creek at SE Stark Street and SE Cochran Road in the City of Troutdale.

Significant Changes

Department of Community Services

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 2017 General Fund	Other Funds	Total Cost	FTE
DCS Director and Support Services					
91000A	Director's Office	\$816,550	\$0	\$816,550	3.00
91000B	Director's Office Management Assistant	148,279	0	148,279	1.00
91000C	Director's Office Research and Evaluation	135,233	0	135,233	1.00
91001	Human Resources	482,360	0	482,360	4.00
91002	Business Services	540,613	1,747,959	2,288,572	19.00
Animal Services					
91004	Animal Services Community Services & Program Development	534,916	0	534,916	5.00
91005	Animal Services Client Services	1,578,322	1,635,000	3,213,322	16.00
91006A	Animal Services Field Services	1,562,602	20,000	1,582,602	14.00
91006B	Animal Services Field Officer Lease Space	60,000	0	60,000	0.00
91006C	Animal Services Field Officer OTO Moving/Renovation	200,000	0	200,000	0.00
91007A	Animal Services Animal Care	3,146,264	766,500	3,912,764	21.00
91007B	Animal Service Staffing 2.0 FTE Animal Care	178,666	0	178,666	2.00
Elections					
91008A	Elections	3,934,815	0	3,934,815	10.00
91008B	Presidential Elections	335,000	0	335,000	0.00
91008C	Elections Voter Education & Outreach	89,800	0	89,800	1.00
Land Use Planning					
91021A	Land Use Planning	1,585,673	41,037	1,626,710	10.00
91021B	Land Use Planning Compliance	96,716	0	96,716	1.00
91027	Land Use Comprehensive Plan Update	0	250,000	250,000	0.00

Community Services

fy2017 adopted budget

Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
Transportation					
91012	County Surveyor's Office	0	4,373,000	4,373,000	10.00
91013A	Road Services	116,000	14,597,449	14,713,449	52.00
91013B	Safe Routes to School Flashers	100,000	0	100,000	0.00
91015A	Bridge Services	0	12,163,201	12,163,201	41.00
91017	Sellwood Replacement Project	0	37,499,519	37,499,519	0.00
91018	Transportation Capital	0	13,424,262	13,424,262	0.00
91022	City Supplemental Payments	0	32,197,539	32,197,539	0.00
91023	Levee Ready Columbia	<u>0</u>	<u>450,000</u>	<u>450,000</u>	
91026	Cully Neighborhood Park Development	<u>70,000</u>	<u>0</u>	<u>70,000</u>	<u>0.00</u>
Total Community Services		\$15,711,809	\$119,165,466	\$134,877,275	211.00

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Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$567,297	\$0	\$575,206	\$0
Contractual Services	\$20,000	\$0	\$20,000	\$0
Materials & Supplies	\$33,500	\$0	\$25,400	\$0
Internal Services	\$179,516	\$0	\$195,944	\$0
Total GF/non-GF	\$800,313	\$0	\$816,550	\$0
Program Total:	\$800,313		\$816,550	
Program FTE	4.00	0.00	3.00	0.00

Program Revenues				
Other / Miscellaneous	\$591,781	\$0	\$726,440	\$0
Total Revenue	\$591,781	\$0	\$726,440	\$0

Explanation of Revenues

The Director's Office is supported by department indirect (Cost Allocation Plan) and County General Fund.

Significant Program Changes

Last Year this program was: FY 2016: 91000A-16 Director's Office

The Director's Office has cut two positions to respond to funding constraints. Restoration of these position are identified in program Offers 91001B (Director's Office Management Assistant) and 91000C-17 (Director's Office Research and Evaluation).

Program #91000B - Director's Office Management Assistant 6/14/2016

Department: Community Services **Program Contact:** Kim Peoples
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 91000A-17 Director's Office

Program Characteristics:

Executive Summary

The Department Director's Office seeks to retain a Management Assistant position to support implementation of County and Department initiatives. The Director is held to plan, organize, direct and review the overall activities and operations of a department. The Management Assistant classification is intended to complement a Department's executive leadership team, and to plan, direct and perform a variety of complex, highly visible/sensitive projects and work assignments on behalf of the Department Director as a direct report.

Program Summary

In the FY 2016 County Budget this Management Assistant position was restored after a three year absence from the Director's Office. The Department budget constraint and operational priorities placed this position outside of the Department budget target. Retaining this position supports the ability of the Director's Office to manage various tasks and projects that are elevated at the County or Department level. This position has improved the Office's capacity to manage the implementation of the strategic plan and be responsive to Board, Department, and constituent needs. The position resumed responsibility as liaison with County facilities and Property Management, project management support of department-wide activities identified in the Strategic Plan including leading LEAN Six Sigma process improvement projects, managing the Department's Communication Strategies (i.e. web newsletter, social media, etc), Equity and Diversity program and managing ad hoc initiatives and projects. This Program Offer advances the Department of Community Services Strategic Plan's goal of service excellence by delivering the most effective services possible to our customers in a timely, efficient and thoughtful manner.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of LEAN projects supported in FY 2017	N/A	2	2	2
Outcome	Percent of Department staff who participate in Diversity and Equity meetings/trainings.	N/A	100%	100%	100%

Performance Measures Descriptions

Legal / Contractual Obligation

Department directors are required to review and analyze pertinent Federal, State and local laws, regulations, policies and procedures in terms of impact on assigned department programs; oversee and ensure compliance as required. The Management Assistant classification is one resource available to a Director to fulfill these obligations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$148,279	\$0
Total GF/non-GF	\$0	\$0	\$148,279	\$0
Program Total:	\$0		\$148,279	
Program FTE	0.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2016: 91000B-16 Director's Office Management Assistant

Department: Community Services **Program Contact:** Karyne Kieta
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 91000A-17 Director's Office
Program Characteristics:

Executive Summary

The Department Director's Office seeks to retain a Research and Evaluation Analyst position to support the execution of the Department of Community Services (DCS) Strategic Plan and performance management. This position will provide direct assistance in providing the DCS Director and Divisions with strong data analysis and evaluation to ensure employees and other resources are efficiently and effectively deployed and/or identify anomalies.

Program Summary

The Department recognizes it lacks the Research and Evaluation Analyst resources. Staffing this position in the Department will provide the needed capacity to conduct research and program evaluation where little exists now. Additionally the position will assist DCS Division management in developing effective customer surveys and offer support with data analysis. The investment in this position is expected to produce results which translate into operation efficiencies and/or improved customer service. This position will support the Department's effort to achieve the Service Excellence and Continuous Process Improvement Goals identified in the DCS Strategic Plan. Placement of this position in the Director's Office provides the greatest opportunity to guide operational decisions made all across DCS, utilize research methodology, qualitative analysis and quantitative statistics. Objectives anticipated to be achieved: Increased levels of customer satisfaction; create a culture in which exceptional customer service is a priority; increase DCS's agility and flexibility to meet changing business / customer needs; identify potential program/policy improvements and work with department management to review and refine findings and recommendations.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Development of metrics and regular tracking system for monitoring department organizational health.	N/A	N/A	N/A	1
Outcome	Percent of information and consulting requests responded to timely.	N/A	N/A	N/A	1
Output	Development of metrics and regular tracking system for Strategic Plan data and trends.	N/A	N/A	N/A	1

Performance Measures Descriptions

Year one performance measures focus on establishment of important evaluation tools and customer service to leadership. In succeeding years, measures will transition to outcomes that are measurable over time and focus on the use of metrics and production of reports and analysis.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$135,233	\$0
Total GF/non-GF	\$0	\$0	\$135,233	\$0
Program Total:	\$0		\$135,233	
Program FTE	0.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2016: 91000C-16 DCS Director's Office Research and Evaluation

New program to start in FY 2016 but placed on hold due to general fund budget constraint.

Department: Community Services **Program Contact:** Cynthia Trosino
Program Offer Type: Support **Program Offer Stage:** As Adopted
Related Programs: 91000-17 Director's Office, 91002-17 Business Services
Program Characteristics:

Executive Summary

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

Program Summary

The program provides a broad range of services for both Division Managers and employees regarding human resources and labor relations issues.

a) 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 and labor agreements, and other applicable laws and regulations governing public sector employment.

b) The unit provides DCS managers with additional support in the form of recruitment and retention services; performance management consultation; discipline and grievance processing and dispute resolution.

c) The team provides recruitment and selection services; facilitates the department's FMLA and OFLA requirements; maintains its personnel records and provides an essential liaison relationship with Central HR/Labor Relations.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average days to fill recruitment	60	45	60	60
Outcome	Percent of new (within 30 days) employee satisfaction with orientation	100%	100%	100%	100%

Performance Measures Descriptions

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

New employee satisfaction with our orientation process for the department, division and work section measures our success in acclimatizing new employees to the workplace during the critical first month.

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
Program Expenses	2016	2016	2017	2017
Personnel	\$492,988	\$0	\$481,360	\$0
Materials & Supplies	\$1,000	\$0	\$1,000	\$0
Total GF/non-GF	\$493,988	\$0	\$482,360	\$0
Program Total:	\$493,988		\$482,360	
Program FTE	4.00	0.00	4.00	0.00

Program Revenues				
Other / Miscellaneous	\$45,450	\$0	\$45,450	\$0
Total Revenue	\$45,450	\$0	\$45,450	\$0

Explanation of Revenues

Revenue shown is derived from Other Internal transfer of dollars from dedicated funds within the department to fund the new Human Resource Technician position.

Significant Program Changes

Last Year this program was: FY 2016: 91001-16 DCS Human Resources

Department: Community Services **Program Contact:** Tom Hansell
Program Offer Type: Support **Program Offer Stage:** As Adopted
Related Programs: 91000 & 91001
Program Characteristics:

Executive Summary

The Department of Community Services Business Services provides administrative, financial and business support for the department. Services include development, management and administration of the department's annual budget; GIS and asset management; grants management; accounts receivable; accounts payable; payroll; contracts; purchasing; and customer service and dispatch via the reception desk. Staff serve as liaison between the department and internal service providers such as Department of County Assets, County Finance and Central Budget.

Program Summary

Work unit supports the work of the Department by providing: GIS and asset management; budget development, management and reporting; contracting and procurement; accounts payable and receivable; payroll; grant accounting; administrative support; and implementation of, and compliance with, all county, state and federal fiscal policies and procedures related to the business of this department.

Business Services personnel work across the county with other departments and agencies; function as liaison staff between the department and internal service providers such as County Finance, Central Budget, and the Department of County Assets.

Business Services also manages two County special districts; Dunthorpe-Riverdale Sanitary Sewer District and the Mid-County Street Lighting Service District.

Business Services provides responsible leadership; sound budgetary and financial management; and delivers results that are consistent with Department and County priorities.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total Dollars Spent by DCS	\$127M	\$145M	\$140M	\$196M
Outcome	Percentage of Invoices Paid on Time	89%	90%	90%	90%

Performance Measures Descriptions

Total dollars spent by DCS provides a general measurement of activity level of Business Services. The fluctuations in dollar values from year to year are primarily a function of Transportation capital projects.

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)
County Administrative Policies and Procedures

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$419,393	\$1,270,032	\$493,761	\$1,364,125
Contractual Services	\$5,000	\$56,000	\$5,000	\$31,000
Materials & Supplies	\$7,150	\$23,852	\$4,150	\$32,680
Internal Services	\$23,319	\$278,664	\$37,702	\$320,154
Total GF/non-GF	\$454,862	\$1,628,548	\$540,613	\$1,747,959
Program Total:	\$2,083,410		\$2,288,572	
Program FTE	4.00	13.00	4.00	15.00

Program Revenues				
Indirect for Dept. Admin	\$42,308	\$0	\$75,987	\$0
Intergovernmental	\$0	\$1,354,405	\$0	\$1,233,245
Other / Miscellaneous	\$11,000	\$199,143	\$11,000	\$202,320
Beginning Working Capital	\$0	\$0	\$0	\$237,394
Service Charges	\$0	\$75,000	\$0	\$75,000
Total Revenue	\$53,308	\$1,628,548	\$86,987	\$1,747,959

Explanation of Revenues

Funding for Business Services comes from the dedicated Transportation Funds, Public Land Corner Preservation Fund, County General Fund and the two County Special Districts. Business Service personnel costs are assigned to the fund where they provide the greatest level of support.

Significant Program Changes

Last Year this program was: FY 2016: 91002-16 DCS Business Services

This program offer will increase by two FTE to respond to improve service delivery and span of control of employee workforce. Program offer will create a finance supervisor to oversee accounting operations and a program manager which will lead asset management services.

Department: Community Services **Program Contact:** Jackie Rose
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 91005-17 Client Services, 91006-17 Field Services and 91007-17 Animal Care
Program Characteristics:

Executive Summary

The Community Services and Program Development program provides/manages Volunteer Services Foster Care Services, community-based cat TNR services and community networking and marketing.

Program Summary

The Community Services and Program Development program delivers the following services: 1) 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; 2) The Foster Care Program works directly with over 225 Foster Families who provide care and support to shelter animals in need of temporary respite care for behavioral or medical reasons. This program also works with over 50 professional animal welfare agencies to facilitate transfer of adoptable animals to their services as needed; 3) The ACT Program provides community based TNR (Trap-Neuter-Return) Services to feral and community cats and works closely with the Animal Shelter Alliance of Portland (ASAP) to facilitate spay/neuter services to cats funded by through collaborative funding; 4), The Community Outreach program works to establish and maintain relationships/partnerships with community members and facilitates community awareness events. Additionally, this program serves as the marketing/communications unit focusing on social media and public information activities. Lastly, this program works directly with the Community Advisory Committee.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total number of cat served through the ACT Program	420	225	420	450
Outcome	Number of volunteer hours provided to MCAS as a result of ongoing volunteer training and engagement activities	57,691	48,548	90,000	90,000

Performance Measures Descriptions

All performance measures for Current Year Estimates are based on July 2015 - December 2015 calculations.

The ACT Program measure relates to the total number of cats who receive one or all services offered by the program including any of the following: Spay/Neuter Surgery, Medical Care, Vaccinations, Microchip

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.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$90,000	\$0	\$504,166	\$0
Contractual Services	\$0	\$0	\$10,000	\$0
Materials & Supplies	\$0	\$0	\$20,750	\$0
Total GF/non-GF	\$90,000	\$0	\$534,916	\$0
Program Total:	\$90,000		\$534,916	
Program FTE	1.00	0.00	5.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is supported by County General Funds.

Significant Program Changes

Last Year this program was: FY 2016: 91005-16 Animal Services Client Services

This program was moved from the Client Services Program Offer category to its own category this year.

Department: Community Services **Program Contact:** Jackie Rose
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 91006-17 Field Services, 91007-17 Animal Care
Program Characteristics:

Executive Summary

The Client Services program provides customer service for shelter visitors and phone customers. Key service areas include: staffing the division's call center; reception and customer service at the facility; managing the County-wide pet licensing program; providing intake service for animals entering the shelter; managing the lost/found services; and providing redemption service for lost pets being reunited with their owners. The program processes approximately \$1.8 million annually in revenue.

Program Summary

The Client Support program delivers the following services: 1) Phone services providing information, assistance and referral for 50,000 annual phone customers. Regular business phone lines are staffed five days a week, providing 40 hours of service each week; 2) Visitor services assist 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 process all pet licensing and animal facility licensing, including license sales and renewals through the mail, license sales by business partners in the community, e-business sales, database entry, billing and collection system for notices of infraction, deferred payment and NSF checks.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Pet Licenses Processed	58,825	24,953	58,000	58,500
Outcome	Private Donations (dollars)	\$575,885	\$92,870	\$145,000	\$150,000

Performance Measures Descriptions

All performance measures for Current Year Estimates are based on July 2015 - December 2015 calculations.

The pet licenses processed is a workload measure and only accounts for licenses that have actually been issued. It does not account for licenses that are not in compliance and are still being managed by the staff.

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	2016	2016	2017	2017
Personnel	\$1,693,596	\$0	\$1,311,665	\$0
Contractual Services	\$25,000	\$0	\$15,000	\$0
Materials & Supplies	\$81,799	\$0	\$61,050	\$0
Internal Services	\$186,605	\$0	\$190,607	\$0
Cash Transfers	\$0	\$1,635,000	\$0	\$1,635,000
Total GF/non-GF	\$1,987,000	\$1,635,000	\$1,578,322	\$1,635,000
Program Total:	\$3,622,000		\$3,213,322	
Program FTE	20.00	0.00	16.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$1,600,000	\$0	\$1,600,000
Financing Sources	\$1,635,000	\$0	\$1,635,000	\$0
Service Charges	\$0	\$35,000	\$0	\$35,000
Total Revenue	\$1,635,000	\$1,635,000	\$1,635,000	\$1,635,000

Explanation of Revenues

Dog License revenue: 49,000 licenses issued @ \$25.00/license = \$1,225,000. Cat License revenue: 30,000 licenses issued @ \$12/license = \$360,000. 150 Animal Facility licenses x \$100 = \$15,000. Total Licensing revenue = \$1,600,000. Animal Adoption revenue: 1,670 adoptions x \$21/average adoption = \$35,000.

In the General Fund, the \$1,635,000 revenue represents the cash transfer from the Animal Services Fund to the General Fund. It includes revenue from the sources described above.

Significant Program Changes

Last Year this program was: FY 2016: 91005-16 Animal Services Client Services

Department: Community Services
Program Offer Type: Existing Operating Program

Program Contact: Jackie Rose
Program Offer Stage: As Adopted

Related Programs:

Program Characteristics:

Executive Summary

The Field Services program provides 24 hour public safety emergency response to calls concerning 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 helping resolve neighborhood animal nuisances. Service is provided to the community seven (7) days a week. This program serves all cities and unincorporated areas in Multnomah County.

Program Summary

The Field Services program delivers the following services: 1) Emergency public safety protection: responds to calls on dangerous dog attacks injuring people and other animals. 2) Emergency animal rescue: responds and rescues injured, sick, abused and neglected animals. 3) Public health protection: investigates reports of animal bites, quarantines animals for rabies and enforces state rabies laws. 4) Animal welfare protection: investigates cases of animal neglect, abuse and abandonment; dog fighting; and, ensures humane standards of animal care in licensed animal facilities. This unit also works collaboratively with law enforcement agencies and District Attorney on criminal cases involving animals. 5) Promotes neighborhood livability: assists the public in resolving neighborhood nuisances involving animals; regulates potentially dangerous dog ownership, and impounds stray animals. 6) Community education: promotes responsible pet ownership and enforces City, County, and State laws involving animals. 7) Manages the administrative hearings process to resolve ordinance violations.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Calls for Service	20,797	10,030	20,000	20,000
Outcome	Priority Investigation Response Time (days)	1.44	1.02	1.5	1.5
Output	Notices of Infractions Issued	14,456	6,646	13,000	13,500

Performance Measures Descriptions

Calls for service is an output measure of service demand. The Priority Investigation Response Time measures the time from the initial call received to first contact by an officer. Priority investigations are cases of animal cruelty and neglect, animal bites, and Potentially Dangerous Dogs. In FY15, Field Services responded to 20,797 calls for service: 395 emergency calls; 757 bite investigations; 788 animal cruelty/welfare investigations; 1,262 dead animal service calls; and 13,712 license violations.

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	2016	2016	2017	2017
Personnel	\$1,205,927	\$0	\$1,242,573	\$0
Contractual Services	\$96,854	\$0	\$96,854	\$0
Materials & Supplies	\$42,200	\$0	\$42,200	\$0
Internal Services	\$235,207	\$0	\$180,975	\$0
Cash Transfers	\$0	\$20,000	\$0	\$20,000
Total GF/non-GF	\$1,580,188	\$20,000	\$1,562,602	\$20,000
Program Total:	\$1,600,188		\$1,582,602	
Program FTE	14.00	0.00	14.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$20,000	\$0	\$20,000
Financing Sources	\$20,000	\$0	\$20,000	\$0
Total Revenue	\$20,000	\$20,000	\$20,000	\$20,000

Explanation of Revenues

Revenue from Notice of Infractions fines: Projected (800) Notices of Infraction issued @ an average of \$25/notice = \$20,000. In the General Fund, the \$20,000 revenue represents the cash transfer from the Animal Services Fund to the General Fund.

Significant Program Changes

Last Year this program was: FY 2016: 91006-16 Animal Services Field Services

Department: Community Services **Program Contact:** Jackie Rose
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted
Related Programs: 91006A-17 Field Services
Program Characteristics:

Executive Summary

The Field Services program provides comprehensive law enforcement functions for all matters related to Animal Control in Multnomah County and is currently housed at the MCAS facility. This request is to allow for ongoing funding to relocate Field Services to a location off-site, thus freeing up much needed space at the MCAS facility for operational programming.

Program Summary

At the present time, Field Services is located in a modular unit on the property of MCAS. Unfortunately however, the current physical space at MCAS has exceeded efficient functionality and operations and there is a need to "free-up" space to reallocated existing shelter-related services at this location. This has been clearly identified in the a recent Site Safety Visit Report conducted by Risk Management on August 11, 2015 and it is anticipated that it will be cited in the Auditor's Report that is due to be finalized in early Spring of 2016.

In an effort to address the overcrowding and inefficient use of this facility, we are seeking to move the Field Services unit off-site to a location very close to the current facility. This proposed solution is offered as the majority of staff for this unit spend 80% of their time in the field and their current office space could be more effectively used to enhance staff productivity and improve customer service. The new space will be located in close proximity to the current facility, allowing the officers to bring animals they have picked-up during the day to the shelter. Additionally, based upon the new space availability, the Field Service vehicles may continue to be housed at the current MCAS facility.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Move Field Services to new leased space by October 1, 2016	N/A	N/A	N/A	N/A
Outcome	Finalize staff reallocation at MCAS Facility by January 1, 2017 thus creating a work environment that will allow for	N/A	N/A	N/A	N/A

Performance Measures Descriptions

Both measures are directly related to completion of facility tasks and functions.

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.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Materials & Supplies	\$0	\$0	\$20,000	\$0
Internal Services	\$0	\$0	\$40,000	\$0
Total GF/non-GF	\$0	\$0	\$60,000	\$0
Program Total:	\$0		\$60,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is supported by County General Funds.

Significant Program Changes

Last Year this program was:

N/A

Department: Community Services **Program Contact:** Jackie Rose
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted
Related Programs: 91006A-17 Field Services; 91006B-17 Field Officer Lease Space
Program Characteristics: One-Time-Only Request

Executive Summary

The Field Services program provides comprehensive law enforcement functions for all matters related to Animal Control in Multnomah County and is currently housed at the MCAS facility. This request is to allow for one-time funding to relocate Field Services to a location off-site and complete the necessary renovations at MCAS to maximize operational programming.

Program Summary

At the present time, Field Services is located in a modular unit on the property of MCAS. Unfortunately however, the current physical space at MCAS has exceeded efficient functionality and operations and there is a need to "free-up" space to reallocated existing shelter-related services at this location. This has been clearly identified in the a recent Site Safety Visit Report conducted by Risk Management on August 11, 2015 and it is anticipated that it will be cited in the Auditor's Report that is due to be finalized in early Spring of 2016.

In an effort to address the overcrowding and inefficient use of this facility, we are seeking to move the Field Services unit off-site to a location very close to the current facility. This proposed solution is offered as the majority of staff for this unit spend 80% of their time in the field and their current office space could be more effectively used to enhance staff productivity and improve customer service. The new space will be located in close proximity to the current facility, allowing the officers to bring animals they have picked-up during the day to the shelter. Additionally, based upon the new space availability, the Field Service vehicles may continue to be housed at the current MCAS facility.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Move Field Services to new leased space by October 1, 2016	N/A	N/A	N/A	N/A
Outcome	Finalize staff reallocation at MCAS Facility by January 1, 2017 thus creating a work environment that will allow for	N/A	N/A	N/A	N/A

Performance Measures Descriptions

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.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$25,000	\$0
Materials & Supplies	\$0	\$0	\$175,000	\$0
Internal Services	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$0	\$200,000	\$0
Program Total:	\$0		\$200,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund One-Time-Only

Significant Program Changes

Last Year this program was:

Department: Community Services **Program Contact:** Jackie Rose
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 91004-17 Comm. Svcs & Development, 91005-17 Client Services, 91006-17 Field Services
Program Characteristics:

Executive Summary

The Animal Care program provides humane shelter and veterinary care 365 days/year for the lost, homeless, stray, injured, sick, abandoned, abused, neglected animals found in Multnomah County. The program reunites animals with their owners, adopts animals into new homes, provides animal behavior assessment services, and provides comprehensive shelter medicine in our American Animal Hospital Association accredited veterinary hospital. The primary goal for Animal Care is saving animal lives.

Program Summary

The Animal Care program delivers the following services: 1) Provides a clean, comfortable, safe and healthy environment to house and care for all animals that enter the shelter; 2) Reunites animals with their owners; 3) Provides Lost/Found pet services; 4) Provides Pet Adoption services; 5) Provides shelter medicine and veterinary hospital services, which include veterinary health care and treatment for all shelter animals, spay/neuter surgeries for adopted animals, subsidized veterinary services for low income pet owners; 6) Provides animal behavioral assessment and training services to determine adoption availability or transfer to partner organizations. Additionally, trained volunteers and Foster Pet parents assist in providing specialized animal care and help match potential adopters with the right pet. The keys to our success in saving animal lives is providing humane care of all animals in the shelter; a strong, accessible pet adoption program; maintaining effective relationships with partner organizations, a commitment to progressive animal behavior services; and, the provision of high standards of veterinary services.

The Animal Care program continues to leverage donation funds to support efforts to increase the Live Release rate. The program will continue to use these funds to pilot new service delivery models and gather data to evaluate results.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Animal intake at the shelter	6,421	3,089	6,200	6,000
Outcome	Live Release Rate - Dogs (Calendar Year)	95.5%	90.0%	95.0%	95.0%
Outcome	Live Release Rate - Cats (Calendar Year)	89.3%	85.0%	89.0%	89.0%
Outcome	Dogs and Cats Euthanasia per 1,000 human population	0.62	1.0	0.65	0.65

Performance Measures Descriptions

Animals received at the shelter is the measure that most impacts shelter services staffing and expenditures. Live Release Rate for dogs and cats is the percentage of all animal dispositions that are "live release" (returned to owner, adopted, or transferred to placement partners). The Live Release Rate is an industry benchmark statistic calculated on the calendar year. The Previous Year Actual is for calendar 2015. Euthanasia per 1,000 human population is an industry standard. The 2012 national average was 9.7 per 1.000. All performance measures are projected to continue on their 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.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,727,489	\$290,930	\$1,786,279	\$261,460
Contractual Services	\$122,000	\$121,846	\$122,000	\$102,700
Materials & Supplies	\$167,069	\$337,800	\$192,391	\$219,840
Internal Services	\$982,383	\$0	\$1,045,594	\$0
Cash Transfers	\$0	\$100,000	\$0	\$100,000
Unappropriated & Contingency	\$0	\$323,137	\$0	\$82,500
Total GF/non-GF	\$2,998,941	\$1,173,713	\$3,146,264	\$766,500
Program Total:	\$4,172,654		\$3,912,764	
Program FTE	20.00	1.00	20.00	1.00

Program Revenues				
Fees, Permits & Charges	\$0	\$125,000	\$0	\$125,000
Other / Miscellaneous	\$0	\$190,000	\$0	\$122,500
Financing Sources	\$100,000	\$0	\$100,000	\$0
Beginning Working Capital	\$0	\$858,713	\$0	\$519,000
Total Revenue	\$100,000	\$1,173,713	\$100,000	\$766,500

Explanation of Revenues

Animal Fee revenue: 2,100 animals returned to owner x \$47.62 average = \$100,000. Animal Fee revenue: 1,000 animal licenses @ \$25 average = \$25,000 is a portion of the license fee revenue retained in the the restricted accounts, per County Resolution 2010-098. Revenues budgeted in this Program Offer are a combination of General Fund, and private donations and grants in Fund 1508. Private donations are projected to be \$122,500 in FY17.

Significant Program Changes

Last Year this program was: FY 2016: 91007A-16 Animal Services Animal Care

Department:	Community Services	Program Contact:	Jackie Rose
Program Offer Type:	Innovative/New Program	Program Offer Stage:	As Adopted
Related Programs:	91007A-17 Animal Care		
Program Characteristics:			

Executive Summary

Multnomah County Animal Services has made great strides the past several years to greatly enhance its service delivery and increase the live release rate of both dogs and cats. However, the staffing allocations for the direct care of the animals is not sufficient to maintain this level of care provided. As such, MCAS is seeking to increase its staffing by two (2) full time equivalent (FTE) positions to support these activities.

Program Summary

MCAS is highly committed to providing the highest quality of care to all animals we serve and strives to offer the most creative and innovative programming designed to sustain and/or increase our live release rate. In order to accomplish these goals, it is paramount that we have adequate staffing patterns to meet the demands of the agency. At the current time, we are significantly understaffed in the areas of Animal Care and Behavioral Assessment/Enrichment.

According to the Association of Shelter Veterinarians Guidelines for Standards of Care (the most widely accepted standards for the animal welfare industry), the minimum staff pattern for a shelter is calculated by the following formula: 15 minutes per day for each animal. Our current daily capacity is approximately 215 animals. As such, we should be staffed to provide 53.75 hours per day of daily care which is equal to 6.7 FTE. However, our current staffing only provides for 42 hours per day which equates to 5.25 FTE per day. These numbers are even further impacted when staff are out sick, on vacation/holiday time, or on an unexpected leave of absence. Additionally, this formula only addresses the daily care needs of the animals (food, water, sanitation, housing, dog walking) and does not include enrichment and training activities. Further, it is anticipated that this area of deficiency is also going to be noted in the Auditor's Report that is due to be finalized in early Spring (audit conducted Fall 2015).

As such, we are seeking funding for four (4) FTE positions to accommodate this deficit. Two position are requested in this program offer and two (2) additional in program offer 91007C-17. The increase in staffing will allow for adequate daily coverage 365 days and will provide a small buffer for additional behavioral and enrichment care when our daily capacity is less than the maximum. All of these factors are directly related to our live release rate and ability to decrease our length of stay at the shelter for each animal.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Hire two new staff position by 10/1/16	N/A	N/A	N/A	N/A
Outcome	Two new staff members will be trained and be able to fulfill 100% of all job functions by 3/31/17	N/A	N/A	N/A	N/A

Performance Measures Descriptions

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.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$141,166	\$0
Contractual Services	\$0	\$0	\$17,500	\$0
Materials & Supplies	\$0	\$0	\$20,000	\$0
Total GF/non-GF	\$0	\$0	\$178,666	\$0
Program Total:	\$0		\$178,666	
Program FTE	0.00	0.00	2.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was:

Department: Community Services

Program Contact: Tim Scott

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

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 Summary

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 (Oregon Central Voter Registration database); maintaining address and district data; checking signatures on city and local candidate/initiative/referendum 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. Elections employs as many as 260 temporary election workers for major elections.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of votes counted	379,000	265,324	203,240	550,000
Outcome	Percent of customers who are satisfied with counter service	98%	97%	98%	97%
Efficiency	Personnel cost per 1,000 ballots cast	\$1,004	\$950	\$850	\$900

Performance Measures Descriptions

Customer satisfaction was measured through a survey completed by Elections in-person customers and reflects the percentage of customers who indicated that customer service either met or exceed their expectations.

Personnel Cost per 1,000 ballots cast for FY15 Actual is for the Gubernatorial General Election; FY16 Purchased and Estimate is for the Presidential Primary Election; and the FY17 Offer is for the Presidential General Election.

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, The Help America Vote Act and the Military and Overseas Empowerment Act establish election administration standards.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,478,246	\$0	\$1,401,938	\$0
Contractual Services	\$531,637	\$0	\$366,143	\$0
Materials & Supplies	\$1,144,609	\$0	\$1,286,977	\$0
Internal Services	\$805,513	\$0	\$879,757	\$0
Capital Outlay	\$500,000	\$0	\$0	\$0
Total GF/non-GF	\$4,460,005	\$0	\$3,934,815	\$0
Program Total:	\$4,460,005		\$3,934,815	
Program FTE	11.00	0.00	10.00	0.00

Program Revenues				
Service Charges	\$961,662	\$0	\$1,086,193	\$0
Total Revenue	\$961,662	\$0	\$1,086,193	\$0

Explanation of Revenues

Most revenue is generated through reimbursements from districts for their apportioned share of the cost of an election. Election expenses are always reimbursed by special districts. Special elections called by the State or Cities are reimbursed by the State or the City calling the election. 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 district's apportioned cost in these elections.

During FY 17 two smaller special elections are included in the budget at \$260,447 each. Another special election in May 2017 is in the budget at \$526,799. Budget amounts for all these special elections are calculated at 100% reimbursement. Reimbursement for the General election in November 2016 is budgeted at 3%, or \$30,000.

In addition to election reimbursement, the budget has revenue of \$6,000 for boundary changes and \$2,500 for petitions.

Significant Program Changes

Last Year this program was: FY 2016: 91008A-16 Elections

Department: Community Services
Program Offer Type: Innovative/New Program
Related Programs: 91008-17 Elections
Program Characteristics: One-Time-Only Request

Program Contact: Tim Scott
Program Offer Stage: As Adopted

Executive Summary

The Elections Division conducts all local, city, county, state and federal elections for the citizens of Multnomah County, 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 Summary

Once every four years a Presidential General Election takes place and this will occur in FY17. Expenses for Presidential General Elections are far greater than any other election that occurs in the 4 year cycle due to a much higher rate of participation by voters. This is a one-time-only program offer to increase the Elections Division budget for these non-recurring expenses.

The additional funds will primarily be used for on-call, temporary staff to process the increased volume of registrations and returned ballots that are typical with a Presidential General Election. It will also be used to pay for additional traffic control, security at the elections building, contractual services, ballots, envelopes, postage and other supplies.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of votes counted	379,000	265,324	203,240	550,000
Outcome	Percent of customers who are satisfied with counter service	98%	97%	98%	97%

Performance Measures Descriptions

Customer satisfaction was measured through a survey completed by Elections customers immediately following service. The results shown above reflect the percentage of customers who indicated that customer service either met or exceed their expectations.

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, The Help America Vote Act and The Military and Overseas Voter Empowerment Act establish nation wide election administration standards.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$250,000	\$0
Contractual Services	\$0	\$0	\$19,500	\$0
Materials & Supplies	\$0	\$0	\$65,500	\$0
Total GF/non-GF	\$0	\$0	\$335,000	\$0
Program Total:	\$0		\$335,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund. Additional revenue associated with the Presidential General Elections has been included in the regular Elections program offer #91008A-17).

Significant Program Changes

Last Year this program was:

Department: Community Services

Program Contact: Tim Scott

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs: 81008-17 Elections

Program Characteristics: One-Time-Only Request

Executive Summary

In Fiscal Year (FY) 2016, Multnomah County Elections launched the Voter Education and Outreach (VEO) program. The program works to identify and remove barriers to voter participation in underserved communities using feedback from several sources including direct outreach to identified communities, organizational and community partnerships and comprehensive results from a statistically valid random sampling survey of voters, online survey, and focus groups.

Program Summary

The Voter Education and Outreach (VEO) program addresses the Department of Community Services and Elections strategic plans which include as a priority, objectives and strategies to identify and remove barriers to participation in voter registration and election processes, in particular to underrepresented communities. Through the VEO program the division has become an educational resource in voting for new citizens and young voters, has expanded awareness of voter assistance services ensuring citizens with disabilities have a secure and confidential method for voting, and allows the division to adequately reach out to underserved low-income communities throughout Multnomah County. In just a few months, the work of this program has enabled Multnomah County Elections to become a leader in the state in providing equitable access to voting and elections resources and reach out to previously underserved citizens.

The VEO program is primarily supported by the Voter Education and Outreach Specialist position with assistance from Elections on-call, temporary staff to support outreach activities. In FY17 the program will also create a College to County mentorship opportunity for a college student from an underrepresented community. In addition the program specialist has created and continues to create strategic partnerships with other organizational staff and community members to achieve the goals with active support and participation from target communities.

Key components of the FY17 VEO program include: create a Community Advisory Committee to establish a regular forum for public feedback on elections issues; develop, design, translate, and distribute educational voting materials in identified languages to support voting for citizens who speak a language other than English in the home; build a framework to support mandated voting materials in languages other than English in the near future; host, present, or table at 15 outreach events in FY17 focusing on identified underrepresented communities; continue the Voice Your Vote educational workshops at the county's 19 library locations between May - October 2016; partner with youth organizations to provide educational support to youth run voter registration and education events; continue research, analyze feedback, and respond to results from Spring 2016 voter survey, focus groups and involvement and interviews with community leaders; support and improve upon the work of the Voter Assistance Team resources enabling Elections to increase access to confidential and secure voting assistance for citizens with disabilities.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Report of findings and future strategies to engage communities in the election process.	New	Report Complete	Report Complete	Report Complete
Outcome	Field a statistically valid, random sampling survey of voters using the equity lens.	New	Survey Complete	Survey Complete	Not Applicable
Outcome	Create Elections Community Advisory Committee (CAC).	New	New	New	CAC Created

Performance Measures Descriptions

In the first year of the program the overall goals were to build a foundation for the program work, establish mechanisms for feedback from the community and evaluate and report out on the effectiveness of those measures. The two performance measures for FY16 reflect that initial startup and evaluation period. For its second year the output measure will again be an annual report of findings and future strategies but the outcome measure will change since the survey will not be repeated this fiscal year. Replacing the survey will be the creation of a Community Advisory Committee.

Legal / Contractual Obligation

There are currently no firm legal or contractual obligations to undertake this work. However there continues to be significant growth in language communities other than English that continues to be the topic of study and interest at the state level. The work of this program helps prepare Multnomah County to meet any possible future legal requirements should the mandatory thresholds change in Oregon or should the language communities continue to increase in Multnomah County. This program also informs and provides support to the Voter Assistance Teams and does outreach to the disabled community for this federally mandated program.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$89,800	\$0
Total GF/non-GF	\$0	\$0	\$89,800	\$0
Program Total:	\$0		\$89,800	
Program FTE	0.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2016: 91008B-16 Elections Voter Education & Outreach

Department: Community Services **Program Contact:** Jim Clayton
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 91013-17 Road Services, 91015-17 Bridge Services, 91018-17 Transportation Capital
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 surveying support to other county programs and local agencies.

Program Summary

The County Surveyor's Office provides several services, some of which are mandated by state law.

Mandated Functions (required by state statute)

- Maintenance and restoration of public land survey corner monuments under the Public Land Survey System: All property descriptions within the state are either directly or indirectly tied to public land survey corners. The maintenance and restoration of these corners are critical in ensuring the integrity of property boundaries within the county.
- Review, filing and indexing of records of survey: All surveys which set permanent monuments (property corners, etc.) within Multnomah County are required to be filed with our office. State statutes require that we review these surveys, file and index them in the County Survey Records.
- Review and approval of land division plats (subdivisions, partitions, and condominiums): Comprehensive reviews of all land division plats within the entire county are performed by our office to ensure accuracy and compliance with state statutes and local ordinances.
- Providing access to the public survey records: We maintain a robust online records retrieval system that is widely used by the public, and essential for providing information required by land surveyors, developers, the title industry, planning jurisdictions, and others.

Other Functions

- Provide surveying support for capital improvement projects (CIP) on county roads and bridges. Current projects include the Sellwood Bridge Replacement Project, NE Arata Road, Sandy Boulevard, and Beaver Creek Fish Passage project.
- Provide surveying support for County departments and local agencies. Currently working on projects for Facilities & Property Management Division including the Edgefield North Partition Project, Building 304 Assessment, and Animal Shelter Assessment. Also provide support to Road and Bridge Engineering on an ongoing basis for various projects (other than CIP).
- Provide surveying expertise to the public, County and local agencies.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of public land corner visits performed	83	175	100	100
Outcome	Percentage of plats reviewed within 21 days	100%	90%	95%	95%
Input	Number of plats reviewed for approval	156	140	150	140
Quality	Number of affidavits of correction filed for errors on plats	1	3	2	3

Performance Measures Descriptions

The County Surveyor's Office maintains approximately 2000 public land survey corners, which are maintained on a 7-10 year cycle (each maintenance is a "visit"). The County Surveyor approves all land division plats (subdivisions, partitions, and condominiums) in the County and all cities within it. Our goal is to conduct scheduled corner site visits and complete the initial review of all plats within 21 calendar days of submittal. We strive to be very accurate with our reviews. Accuracy is measured by the number of affidavits of correction filed to rectify errors on plats which were missed during our review.

Legal / Contractual Obligation

The County Surveyor position is mandated by state statute. The duties of the County Surveyor are mandated by ORS Chapter 209, including those related to Public Land Corners. Plat review and approval are 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	2016	2016	2017	2017
Personnel	\$0	\$1,152,966	\$0	\$1,170,223
Contractual Services	\$0	\$96,000	\$0	\$2,000
Materials & Supplies	\$20,000	\$49,600	\$0	\$50,600
Internal Services	\$0	\$297,909	\$0	\$342,718
Capital Outlay	\$0	\$40,000	\$0	\$60,000
Unappropriated & Contingency	\$0	\$2,026,335	\$0	\$2,747,459
Total GF/non-GF	\$20,000	\$3,662,810	\$0	\$4,373,000
Program Total:	\$3,682,810		\$4,373,000	
Program FTE	0.00	10.00	0.00	10.00

Program Revenues				
Indirect for Dept. Admin	\$37,880	\$0	\$64,750	\$0
Other / Miscellaneous	\$0	\$1,465,000	\$0	\$1,255,000
Interest	\$0	\$7,500	\$0	\$15,000
Beginning Working Capital	\$0	\$1,889,650	\$0	\$2,853,000
Service Charges	\$0	\$165,000	\$0	\$250,000
Total Revenue	\$37,880	\$3,527,150	\$64,750	\$4,373,000

Explanation of Revenues

The County Surveyor's Office is self supporting. All revenues are from user fees or charges for services. Maintenance and restoration of Public Land Corners makes up the largest part of our program. This is funded by a fee (currently \$10) charged when documents are recorded in the County Records. We are proposing to reduce this fee to \$6 in order to better align revenues with program expenditures. Another large portion of our revenue is derived from a filing fee (currently \$400) which is charged for all records of survey and plats that are submitted to our office for review and filing. Revenue estimates are as follows: Public Land Corner Preservation Fund – estimated 133,333 documents recorded at \$6 each - \$800,000, Plats and Surveys submitted for filing/recording - estimated 625 at \$400 each = \$250,000, and Survey support for county roads and bridges, estimated \$205,000. (part of "Other/Miscellaneous" above); Plat review and approval - actual cost incurred - estimated \$223,000, and survey work performed for agencies outside of Transportation Division - estimated \$27,000 (shown as "Service Charges" above).

Significant Program Changes

Last Year this program was: FY 2016: 91012-16 County Surveyor's Office

Department: Community Services **Program Contact:** Ian Cannon
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 91012, 91018, 91020
Program Characteristics:

Executive Summary

The Division serves a fundamental community need by providing for the safe movement of people and goods. 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, access to emergency services, businesses, retail outlets, schools and recreational activities. Multnomah County's economy is dependent on the transportation system to move products to markets.

Program Summary

The Division is responsible for planning, funding, design, 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 on providing quality roads through innovation, skilled workforce and efficient practices. Four program areas (roadway engineering, planning and development, water quality and maintenance) deliver services to comply with local, State, and Federal transportation requirements while striving to achieve the transportation priorities of Multnomah County residents 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 on-going maintenance and traffic services that contribute to public safety, environmental protection, and livability. The Division also provides technical and policy expertise on transportation equity, active transportation, and greenhouse gas reduction and supports efforts with the Health Department and Office of Sustainability to accomplish multiple program objectives, including the Community Wellness and Prevention Plan (CWPP) and the Climate Action Plan (CAP).

The funding for transportation infrastructure continues to be an acute challenge, at the National, State and Local levels. Increasing costs combined with decreasing revenues have shown that the current funding models are not sustainable. The County's 3 cent fuel tax receipts continue to decline each year. The decline results from fewer gallons being consumed and the fuel tax rate remaining static (unchanged since 1981). State and local land use goals promote density, which supports alternative modes of transit to the public (i.e. buses, bikes, and rail) and have reduced the demand for gasoline consumption, consequently reduced fuel tax receipts. The Division is directly engaged in regional, state and federal decision-making on transportation funding that affects the County's ability to achieve many of its interdepartmental goals as well as capital improvements.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Output Lane Miles maintained by County	681	681	681	681
Outcome	Pavement Condition Index (PCI)	65	66	67	66
Outcome	Percentage of development proposals with transportation evaluations and findings	98%	95%	96%	96%

Performance Measures Descriptions

The County rates road surfaces using a pavement management system to assess the condition of the road surface by assigning a Pavement Condition Index (PCI) rating between 0 and 100, with a 100 as excellent. The percent of proposals approved with transportation evaluation and findings are indicators of the amount of effort required to process the applications and the effectiveness of the process to review applications for land owners/developers.

Legal / Contractual Obligation

The Division fulfills its obligation as a road authority under the provisions of ORS 368 and 371, and OAR Division 12. The Federal Highway Administration's Manual on Uniform Traffic Control Devices, Federal Environmental Laws; Clean Water, Safe Drinking Water and Endangered Species Acts, Americans with Disabilities Act (ADA) provide standards under which we must incorporate in our service delivery. State-mandated transportation system planning including bicycle and pedestrian modes, capital improvement programming and compliance with Congestion Management/Air Quality.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$5,880,244	\$0	\$5,830,845
Contractual Services	\$0	\$262,500	\$0	\$4,523,012
Materials & Supplies	\$130,000	\$2,018,685	\$0	\$1,762,313
Internal Services	\$0	\$2,665,476	\$116,000	\$2,481,279
Total GF/non-GF	\$130,000	\$10,826,905	\$116,000	\$14,597,449
Program Total:	\$10,956,905		\$14,713,449	
Program FTE	0.00	53.20	0.00	52.00

Program Revenues				
Indirect for Dept. Admin	\$277,539	\$0	\$346,431	\$0
Fees, Permits & Charges	\$0	\$70,000	\$0	\$70,000
Intergovernmental	\$0	\$7,388,345	\$0	\$7,732,887
Taxes	\$0	\$169,500	\$0	\$50,000
Other / Miscellaneous	\$0	\$106,500	\$0	\$136,500
Financing Sources	\$0	\$0	\$0	\$3,950,512
Interest	\$0	\$45,000	\$0	\$65,000
Beginning Working Capital	\$0	\$3,155,720	\$0	\$2,547,550
Service Charges	\$0	\$27,500	\$0	\$45,000
Total Revenue	\$277,539	\$10,962,565	\$346,431	\$14,597,449

Explanation of Revenues

The program is funded by "County Road Funds" which are a combination of dedicated money received from the state highway fund, county gas tax, federal forest receipts, federal and state grants, developer contributions, and service reimbursements.

Significant Program Changes

Last Year this program was: FY 2016: 91013-16 Road Services

The combination of the Division's four program areas (roadway engineering, planning and development, water quality and maintenance) forms a transportation division that supports county business needs to deliver the capital plan and program and serve our community. Transportation planning was previously under the Land Use Planning program.

Department: Community Services **Program Contact:** Joanna Valencia
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted
Related Programs: 91018-17 Transportation Capital
Program Characteristics: One-Time-Only Request

Executive Summary

County major roadways are severely deficient in Pedestrian Crossing points. Previous roadway designs focused on vehicle transit and managed pedestrian crossings predominantly only at intersections. Pedestrians tend to cross at points other than intersections due to the long distances between those intersections. Installation of mid-block crossings can improve pedestrian safety, especially near high-use corridors like shopping centers and schools.

Program Summary

This program funds the installation of Rapid Flashing Beacons (RRFBs) in key high pedestrian use and safety corridors on the county transportation system. RRFBs are the current trend in improving pedestrian safety and have been shown to be highly effective at increasing driver awareness of pedestrian crossing activity and reducing collisions with pedestrians. The county has installed a number of RRFBs in key locations in the county. By leveraging partnerships and working with safe routes to school, many key crossing locations have been improved.

This planned work will leverage the improvements that have been made to date to routes serving our partner schools. The rapid flashing beacons and crosswalk enhancements substantially implements School Action Plans as well as improves identified key safety locations.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Rapid Flashing Beacons Installed	N/A	N/A	N/A	2
Outcome	Driver Compliance at enhanced crossing	N/A	N/A	N/A	100%

Performance Measures Descriptions

Installation of the RRFBs will impart a safer crossing condition at the locations identified. To test the effectiveness of the installation, field monitoring will be conducted to determine overall % of driver compliance. Ideally this will achieve 100% compliance.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Materials & Supplies	\$0	\$0	\$100,000	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$0	\$100,000	\$0
Program Total:	\$0		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

One-time-only County General Funds

Significant Program Changes

Last Year this program was: FY 2016: 91025-16 Safe Routes to Schools

Department: Community Services **Program Contact:** Jon Henrichsen
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
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. The program also offers technical support to the Roads Division for 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 Services is comprised of Engineering, Maintenance, and Operations.

Program Summary

Bridge Engineering is comprised of engineers, engineering technicians and support personnel. They provide planning, engineering and construction project management for the 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 over 100 years in age. The four drawbridges are complex structures with complicated mechanical and electrical systems which allow them to be raised and lowered. The Engineering Section is engaged in multiple capital improvement projects. Design will be completed and construction will begin in FY 2017 on the Morrison Bridge Deck Replacement project and complete design of the Burnside Maintenance project, which will extend the life of the Burnside Bridge for 15-20 years. We will also continue the two year Burnside Seismic Feasibility Study to determine if the existing Burnside Bridge can be seismically upgraded and lay the framework for a National Environmental Policy Act study for a major Burnside Rehabilitation or Replacement in the next 20 years.

The Maintenance group is made up of staff who perform the preventative maintenance and smaller scale upgrades/enhancements on the bridges. It is their responsibility to ensure the operational reliability of the bridge mechanical, electrical, structural and corrosion protection (paint) systems. Maintenance places priority on response to emergencies, performance of specialized preventative maintenance tasks and making repairs/enhancements as needed. Some of the tasks performed by this group include: vehicle accident repair, bridge mechanical and electrical repairs/replacements, electrical and mechanical systems troubleshooting, minor roadway or sidewalk repairs, graffiti removal and snow removal.

Bridge Operations raise and lower the draw spans to allow the passage of ships and other river traffic. They also perform some of the preventative maintenance tasks. Both of these groups work closely with Bridge Engineering on a wide variety of projects and issues.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Preventative Maintenance tasks completed	1803	1,750	1,750	1,750
Outcome	Successful Bridge Openings	99%	99%	99%	99%
Outcome	Percent of Engineering Project Milestones Met	100%	100%	100%	100%

Performance Measures Descriptions

Preventative maintenance tasks help keep the bridges working properly and avoid the need for expensive capital rehabilitation projects. The percent of successful drawbridge openings measures the ability of this group to provide access for river traffic. Goal is 99%. The percent of project milestones met indicates our ability to deliver projects in a timely and efficient manner. Goal is 100%

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	2016	2016	2017	2017
Personnel	\$0	\$5,580,413	\$0	\$4,684,349
Contractual Services	\$0	\$128,425	\$0	\$900,000
Materials & Supplies	\$0	\$486,124	\$0	\$499,000
Internal Services	\$0	\$1,146,280	\$0	\$1,462,570
Capital Outlay	\$0	\$614,562	\$0	\$560,013
Cash Transfers	\$0	\$35,351	\$0	\$51,551
Unappropriated & Contingency	\$0	\$0	\$0	\$4,005,718
Total GF/non-GF	\$0	\$7,991,155	\$0	\$12,163,201
Program Total:	\$7,991,155		\$12,163,201	
Program FTE	0.00	43.40	0.00	41.00

Program Revenues				
Indirect for Dept. Admin	\$130,041	\$0	\$239,272	\$0
Intergovernmental	\$0	\$4,070,782	\$0	\$7,144,738
Other / Miscellaneous	\$0	\$2,914,580	\$0	\$1,374,458
Beginning Working Capital	\$0	\$1,005,793	\$0	\$3,644,005
Total Revenue	\$130,041	\$7,991,155	\$239,272	\$12,163,201

Explanation of Revenues

Revenue for this program comes 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.

Other/Miscellaneous revenue comes from reimbursements to Bridge Engineering for work performed by other projects and programs. The largest component is the Sellwood Bridge Project which represents \$1,164,878.

Significant Program Changes

Last Year this program was: FY 2016: 91015-16 Bridge Services

The Bridge Section supplies the majority of the County labor for the Sellwood Bridge Replacement. As the project nears completion, labor needs are decreasing. In FY 2017, Bridges FTE count drops 3.4, reflecting the decrease in labor needs.

Department: Community Services

Program Contact: Ian Cannon

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs: 91011, 91016, 91018

Program Characteristics:
Executive Summary

The Sellwood Bridge has deteriorated after approximately 89 years of service. The bridge has been weight-limited to 10 tons since 2005. TriMet buses and most trucks are excluded from the bridge. Bicycle and pedestrian facilities are very narrow. Approximately 30,000 vehicles cross the narrow two lane bridge each day. This program is replacing the existing bridge with a modern multi-modal facility. Significant progress has been made on the construction. This program offer represents the effort required in FY2017.

Program Summary

The program is the overall work effort to replace the Sellwood Bridge in Southeast Portland. The scope of the project includes a new three-span steel deck arch bridge with shoulders and sidewalks, a new grade separated interchange at OR-43, improved trail connections at both ends, and environmental mitigation for project impacts. It includes the design, right of way, and construction phases of the project. The estimated total cost of the project including design, right of way, and construction will be between \$307.5 and \$317.5 million. Substantial project completion is expected by November 2016.

Construction is more than 95% complete. Traffic has been moved to the new bridge. Work continues on the East approach structure, the interchange at OR-43, landscaping , bicycle and pedestrian facilities, and removal of the old bridge and temporary structures.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of the interchange work completed	50	75	75	100
Outcome	Percent of project milestones met	0	95	95	100

Performance Measures Descriptions

The final interchange work will not be able to be completed until after the traffic is on the new bridge and the old approaches have been removed. This final interchange work is expected to be complete in FY 2017. We also expect project completion in FY 2017, therefore 100% of the project milestones will have been met.

Legal / Contractual Obligation

Multnomah County is required to maintain the Sellwood Bridge in accordance with; State Law; ORS 382.305 through 382.425, MB 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	2016	2016	2017	2017
Personnel	\$0	\$78,150	\$0	\$83,538
Contractual Services	\$0	\$5,570,000	\$0	\$2,830,000
Materials & Supplies	\$0	\$241,562	\$0	\$154,251
Internal Services	\$0	\$12,693,645	\$0	\$10,879,505
Capital Outlay	\$0	\$43,031,999	\$0	\$23,552,225
Total GF/non-GF	\$0	\$61,615,356	\$0	\$37,499,519
Program Total:	\$61,615,356		\$37,499,519	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$11,172,605	\$0	\$11,481,537
Intergovernmental	\$0	\$9,192,068	\$0	\$11,649,190
Interest	\$0	\$10,000	\$0	\$0
Beginning Working Capital	\$0	\$41,240,683	\$0	\$14,368,792
Total Revenue	\$0	\$61,615,356	\$0	\$37,499,519

Explanation of Revenues

Beginning Working Capital: \$14.3 million
 TIGER III Federal Grant: \$.1 million
 State Appropriation for Interchange work - \$1.0 million
 County vehicle registration fee revenue - \$11.4 million
 City of Portland project reimbursement - \$10.5 million

Significant Program Changes

Last Year this program was: FY 2016: 91017-16 Sellwood Replacement Project

Department: Community Services **Program Contact:** Joanna Valencia
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 91013-17 Road Services, 91015-17 Bridge Services
Program Characteristics:

Executive Summary

The Transportation Capital program represents payments to contractors for capital improvement projects on County-owned Willamette River bridges (Sellwood, Hawthorne, Morrison, Burnside, Broadway and Sauvie Island) and County road infrastructure including bicycle, pedestrian facilities and culverts. The purpose of this program is to maintain and enhance the existing transportation system by identifying needs, prioritizing projects and securing funding to construct projects.

Program Summary

Current capital needs are identified in the Transportation Capital Improvement Plan that outlines needed Road and Bridge improvements for 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. Capital improvements are relatively high dollar projects to rehabilitate, improve, or replace when needed, transportation infrastructure assets such as roads and bridges. This program represents County and other fund sources that pass through the County, to make capital improvements on County owned bridges, roads, bicycle/pedestrian facilities and culverts.

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 (CIP) to match available funds. This program is approved by the Board of County Commissioners. Transportation staff pursue outside sources of funding through grants and collaborative agreements for these projects. The County's transportation infrastructure assets are valued in excess of \$1.8 billion dollars, thus we deem it very important to protect these assets. Many factors contribute to the constant degradation of the transportation infrastructure which demands constant effort to maintain the current status.

Recent CIP updates include equity and health criteria for rating and ranking roadway, bike, pedestrian, culvert and bridge projects. The major transportation capital projects included in the FY2017 budget are the Sellwood Bridge replacement (program offer 91017), Morrison Bridge deck repair, Broadway Bridge Paint and Rall Wheels and Burnside Bridge Repairs. Other roadway projects are scheduled in East County and include bike and pedestrian improvements to Arata Road, freight mobility improvements to a section of Sandy Boulevard, and sidewalk infill on a portion of Sandy Blvd. Also, included are fish passage and culvert projects on Beaver Creek at Stark Street and Cochran Road, and at Dairy Creek at Reeder Road.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Dollar value of capital improvements	\$5,233,498	\$11,507,090	\$5,457,742	\$13,899,262
Outcome	Percent of cost growth	0%	0%	0%	0%

Performance Measures Descriptions

Dollar value of capital improvements includes all County funds spent, regardless of source. The percentage of cost growth compares the total construction cost at the beginning of the fiscal year to the total construction cost estimate at the end of the 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 addresses the Willamette River Bridges; ORS 366.514 addresses the Bike and Pedestrian Program; ORS 368 addresses 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	2016	2016	2017	2017
Contractual Services	\$0	\$286,790	\$0	\$1,836,145
Internal Services	\$0	\$487,027	\$0	\$461,856
Capital Outlay	\$0	\$10,733,273	\$0	\$11,126,261
Unappropriated & Contingency	\$0	\$294,900	\$0	\$0
Total GF/non-GF	\$0	\$11,801,990	\$0	\$13,424,262
Program Total:	\$11,801,990		\$13,424,262	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$12,655	\$0	\$0	\$0
Intergovernmental	\$0	\$10,931,608	\$0	\$9,755,856
Interest	\$0	\$1,800	\$0	\$1,800
Beginning Working Capital	\$0	\$868,582	\$0	\$3,666,606
Total Revenue	\$12,655	\$11,801,990	\$0	\$13,424,262

Explanation of Revenues

Revenues come from dedicated Transportation 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 intergovernmental agreements.

Significant Program Changes

Last Year this program was: FY 2016: 91018-16 Transportation Capital

Department: Community Services **Program Contact:** Mike Cerbone
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 91021B-17 Land Use Planning Compliance, 91027-17 Land Use Plan Comprehensive Update
Program Characteristics:

Executive Summary

Land Use Planning guides thoughtful development while preserving and protecting open spaces, natural resources, scenic views, wildlife, forests, and farmlands through implementation of the County's zoning code and comprehensive plan. The program provides current and long range planning as well as code compliance for the rural areas of Multnomah County. The planning program plays an important and active role at the state and regional level to ensure adopted codes, plans and policies comply with state requirements while ensuring preservation and protection of the County's rural character.

Program Summary

Multnomah County is a unique and highly sought after location to live, work, and recreate because the area offers vast open spaces, natural and scenic resources, forests, and farmland. Land use planning develops and implements codes and policies to preserve the rural character by preventing urban sprawl.

The focus of the long range planning section is to create, revise, and adopt plans, policies, and zoning codes in a uniform thoughtful and sensitive manner to ensure that development is consistent with the rural character of the County. The County is in the process of updating and consolidating the County's Comprehensive Plan Zoning Code reinforcing the fact that Multnomah County serves the entire rural community equitably. Once the Comprehensive Plan is updated staff will then focus on drafting code to implement the vision articulated by the community within the revised plan.

Planning staff also play a key role in the coordination with regional partners, such as Metro and the Columbia River Gorge Commission, to ensure the County's vision and values continue to be achieved. Policies and plans addressing the urban areas within the Urban Growth Boundary are equally important in assisting the County achieve the goals of the rural areas.

The current planning section provides assistance to property owners, neighbors, developers, realtors and other agencies with the land use process to objectively, consistently and fairly apply the County's development standards and procedures. Staff explain land use rules, review land use and building applications for compliance with applicable laws, and problem solve complex land use issues with applicants.

The code compliance program responds to possible land use complaints through a voluntary compliance based program. The focus of this program is education and compliance to successfully resolve potential issues. This is accomplished by working with property owners to voluntarily resolve land use conflicts without the use of penalties or fines whenever possible. The Planning program manages a Solid Waste and Recycling Management program. This program licenses service providers in the unincorporated areas of the County for solid waste, recyclable materials and provides outreach materials. This program is implemented to comply with applicable State and local regulations.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of land use/compliance inquiries	7,623	8,650	6,200	8,000
Outcome	Number of land use/compliance actions taken	429	440	400	400
Quality	% of compliance cases resolved voluntarily	100%	100%	96%	99%
Efficiency	% of land use decisions made in 120 days	69%	90%	60%	70%

Performance Measures Descriptions

The output measure includes calls received and responded to, walk-in customers assisted, and enforcement complaints logged. The outcome measure captures preliminary meetings held, land use reviews issued, zoning sign-offs completed, and enforcement cases closed within the fiscal year. Our quality goal is 100% voluntary compliance for complaints closed. Our efficiency goal is to issue final decisions within 120 days of when they are made complete.

Legal / Contractual Obligation

Multnomah County must adopt a Comprehensive Plan that meets Statewide Planning Goals, including enacting and 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, prescribe extensive procedures the County must follow to ensure due process and set out a timeframe within which land use reviews must be completed. The County must update its codes to comply with new laws adopted each legislative session or when the 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
Program Expenses	2016	2016	2017	2017
Personnel	\$1,170,675	\$0	\$1,201,535	\$0
Contractual Services	\$47,200	\$41,037	\$46,800	\$41,037
Materials & Supplies	\$49,500	\$0	\$47,200	\$0
Internal Services	\$283,121	\$0	\$290,138	\$0
Total GF/non-GF	\$1,550,496	\$41,037	\$1,585,673	\$41,037
Program Total:	\$1,591,533		\$1,626,710	
Program FTE	10.20	0.00	10.00	0.00

Program Revenues				
Fees, Permits & Charges	\$150,000	\$6,037	\$140,000	\$6,037
Intergovernmental	\$30,000	\$35,000	\$0	\$35,000
Total Revenue	\$180,000	\$41,037	\$140,000	\$41,037

Explanation of Revenues

Land Use Planning historically receives a maximum of \$35,000 from the State to assist with implementing the land use rules in the National Scenic Area (NSA). These 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 in the NSA. Historically we spend almost double the amount that we receive in reimbursements.

Fees are set and collected for land use permits. We estimate \$140,000 in revenues from land use permit fees in FY2017. Planning also receives a small stipend from the Forest Service known as 1% Payments. The funding is intended to be a replacement for the property taxes the counties would have otherwise received had the US not acquired the land. It is estimated that we will receive \$6,037 in FY2017.

Significant Program Changes

Last Year this program was: FY 2016: 91021A-16 Land Use Planning

Department: Community Services **Program Contact:** Mike Cerbone
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 97201A-17 Land Use Planning
Program Characteristics:

Executive Summary

This program offer seeks to continue a position that was filled in FY2016. The offer improves the service levels of the compliance section while simultaneously addressing resource challenges with the land use permitting process. The position will improve the responsiveness of the compliance program by continuing to provide a land use planner to assist with research, outreach and processing land use actions that result from compliance cases.

Program Summary

Multnomah County is a unique and highly sought after location to live, work and recreate because the area offers vast open spaces, natural and scenic resources, forests and farmland. Land use planning develops and implements codes and policies to preserve the rural character by preventing urban sprawl. The code compliance section responds to possible land use and transportation right-of-way complaints through a voluntary compliance program. This offer has been submitted in response to community feedback and to reduce future compliance cases by ensuring that conditions of permit approvals are being completed. This additional FTE directly addresses these concerns by responding to compliance complaints more quickly, by helping to reduce case processing workloads for existing planners, and also by creating the capacity to be able to conduct inspections of conditions of approval before they become compliance issues.

A more efficient programmatic model is realized with this additional FTE who is the primary planning adviser and permit reviewer for the code compliance section. This strategy of developing one clear point of compliance contact for the community improves customer service and increases the program's ability to tackle special projects that enhance customer service and program efficiency. A significant resource challenge for the program has been the ability to conduct inspections verifying conditions of permit approval have been satisfied. Roughly half of all land use application requests are associated with open compliance cases requiring resolution.

Approximately 25% of all code compliance cases result from conditions of previous land use approvals not being met. Issues requiring inspection range from confirming construction activities are not impacting water quality, assuring that approved buildings are constructed in the right location and that development is consistent with the permitted scope of work. By increasing staff capacity, we will more efficiently meet the community's expectations and demonstrate the county's commitment to serving the community needs. This position is pivotal in that it resolves existing compliance situations while striving to reduce the overall amount of compliance cases in the future while also providing additional capacity within the current planning section allowing for more timely reviews and responses to public inquiries.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of compliance inquiries	New	29	34	55
Outcome	Number of compliance actions taken	New	22	58	55
Quality	Percent of compliance cases resolved voluntarily	New	100%	96%	100%

Performance Measures Descriptions

Legal / Contractual Obligation

Multnomah County must adopt a Comprehensive Plan that meets Statewide 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, prescribe extensive procedures the County must follow to ensure due process and set out a time frame within which land use reviews must be completed. The County must update its codes to comply with new laws adopted each legislative session or when the Gorge Commission revises its rules. The County must appoint a Planning Director and employ staff necessary to carry out these responsibilities. This specific position will be key to ensuring that development activity within the County is consistent with federal, state and local requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$96,716	\$0
Total GF/non-GF	\$0	\$0	\$96,716	\$0
Program Total:	\$0		\$96,716	
Program FTE	0.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund.

Significant Program Changes

Last Year this program was: FY 2016: 91021C-16 Land Use Planning Compliance

Department: Community Services **Program Contact:** Tom Hansell
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Beginning in 1984 the County entered into intergovernmental revenue sharing agreements with the Cities of Portland, Gresham, Troutdale and Fairview, whereby dedicated County road funds receipts are transferred as county roads are annexed. The supplemental payments executed by this program offer, fulfill the funding requirements of these agreements as it pertains to County road funds.

Program Summary

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. For the Cities of Portland and Gresham the supplemental payment formula is adjusted based on actual receipts collected by the County.

Planned FY 2017 Payments:

- City of Fairview \$13,150
- City of Troutdale \$16,225
- City of Gresham \$3,747,678
- City of Portland \$28,420,486

Between 1984 and 2015 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	N/A	N/A	N/A	N/A	N/A
Outcome	N/A	N/A	N/A	N/A	N/A

Performance Measures Descriptions

The County road funds are transferred to the Cities where the county road funds are commingled into 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
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$30,452,794	\$0	\$32,197,539
Internal Services	\$0	\$274,075	\$0	\$0
Total GF/non-GF	\$0	\$30,726,869	\$0	\$32,197,539
Program Total:	\$30,726,869		\$32,197,539	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$91,358	\$0	\$0	\$0
Intergovernmental	\$0	\$24,026,869	\$0	\$25,197,539
Taxes	\$0	\$6,700,000	\$0	\$7,000,000
Total Revenue	\$91,358	\$30,726,869	\$0	\$32,197,539

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: FY 2016: 91022-16 City Supplemental Payments

Department: Community Services **Program Contact:** Joanna Valencia
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This project supports the work to secure the levees' accreditation, reduce the risk of catastrophic flooding, and protect the health and resiliency of County communities and the broader region.

Program Summary

The County as a regional partner in the Oregon Solutions Columbia River Levee Improvement Project has supported the work necessary to ensure improvements are identified and addressed within several drainage districts along the Columbia River levee system in Multnomah County. Failure to address identified deficiencies puts communities at risk of flooding and poses a risk of loss of levee accreditation under the Federal Emergency Management Agency's (FEMA) National Flood Insurance program. This project primarily supports initial analysis of potential deficiencies within the Sauvie Island Drainage Improvement Company area of responsibility. Additionally, this program will support the work of the Oregon Solutions partnership in ensuring that the region address federal requirements for levee accreditation.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Participation in levee accreditation process	N/A	N/A	N/A	100%
Outcome	Completed levee accreditation process	N/A	N/A	N/A	1

Performance Measures Descriptions

Participation in all project related activities and a final deliverable of completion of the levee accreditation process.

Legal / Contractual Obligation

As a regional partner, Multnomah County has served as convener for Oregon Solutions Levee Ready group. County commitments include contractual loan repayment obligations to the project.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$0	\$100,000
Contractual Services	\$0	\$0	\$0	\$350,000
Total GF/non-GF	\$0	\$0	\$0	\$450,000
Program Total:	\$0		\$450,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Video Lottery Funds The Board of County Commissioners set aside \$500,000 for the Levee Ready Columbia project which was appropriated to DCS in Budget Modification DCS-04-16. The \$450,000 is the projected amount remaining at the close of FY 2016.

Significant Program Changes

Last Year this program was:

Department: Community Services **Program Contact:** Tom Hansell
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 91013
Program Characteristics: One-Time-Only Request

Executive Summary

Multnomah County's contribution to community funding partnership to re-develop a former landfill at NE 72nd and Killingsworth in the Cully Neighborhood into a new 25 acre park for Portland's most diverse, park-deprived neighborhood. When Cully Park opens in 2016, it will serve 405 households not currently served by another park or natural area.

Program Summary

This is a funding effort on behalf of a wide range of community partners including Multnomah County to develop Cully Park. The County's support helps complete the funding needed to open Cully Park in 2016; and will be allocated to park construction, including the play area, fitness center, and youth soccer field. Cully Park will have relationships to core County services through services for seniors and disabled people, health, and school and community partnerships

In June 2012, the Portland City Council approved a public- private partnership agreement between Verde and Portland Parks and Recreation for the development of Cully Park. The resulting City-Verde Agreement authorizes Verde to conduct fundraising to cover design, and construction of a phased plan for Park improvements, known as Cully Park Phase 1.

Other benefits:

Anti-poverty:

- 10% of construction wages paid to individuals in the 97218 zip code
- 68% of construction wages paid to local, minority and women workers

Target business participation:

- Design: 34% of design dollars paid to target businesses (minority-owned, women-owned, social enterprise)
- Construction: 43% of construction dollars paid to target businesses

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output					
Outcome					

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$70,000	\$0	\$70,000	\$0
Total GF/non-GF	\$70,000	\$0	\$70,000	\$0
Program Total:	\$70,000		\$70,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2016: 91026-16 Cully Neighborhood Park Development

Department: Community Services **Program Contact:** Mike Cerbone
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 91021-17 Land Use Planning
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer provides to continue the update to the County's Comprehensive Plan which identifies land use and transportation planning goals, policies and strategies to protect natural resources and guide development within the unincorporated portions of the County. This program offer (\$250,000) is for the third year of what was originally envisioned as a two year process. The total cost of the update is estimated to be \$1,072,000.

Program Summary

State law requires each county in Oregon to adopt a Comprehensive Plan consistent with statewide planning goals. Multnomah County's Comprehensive Plan Policy 1(F) indicates that the Plan will be updated every five years beginning September, 1977. Although the Comprehensive Plan has been subject to focused updates in the 1980s and 1990s, a high level re-evaluation of the goals, policies, strategies and structure has not occurred since original adoption in the 1970s. The Program's focus has evolved from urban to rural planning over the last 40 years. However, many of the urban focused plan policies have not been removed, sending a confused message about the County's services.

Four individual Rural Area Plans were created between 1996 and 2002 to tailor land use planning policies to the individual community level. The four Rural Area Plans are components of the county's Comprehensive Framework Plan. Maintaining the individual Rural Area Plans has proven inefficient over time and the added value to each community is questionable. This program offer will re-incorporate policies and strategies in each of the Rural Area Plans and associated Transportation System Plans back into one combined Comprehensive Framework Plan document reinforcing the fact that Multnomah County serves the entire rural community equitably. Over time, the Multnomah County Code has also been separated into different chapters each addressing development regulations for a specific rural plan area. The result of this approach has been repetitive regulations which are more difficult for citizens to navigate and understand and more time consuming for staff to maintain. This program offer also includes combining individual chapters of community development codes to streamline and simplify the land use process.

Approval of this program offer will demonstrate that the County continues to support community engagement, permitting efficiencies and recognizes the need to maintain the fundamental planning tools required to successfully protect, preserve and enhance the county's rural community for the next 20 years. Much of the work with the selected consultant is expected to be complete by the close of FY2016. The remaining work that will need to be addressed in FY2017 includes shepherding the comprehensive plan and code consolidation through the public review and adoption process. This work represented in this program offer will be performed by a consulting firm, the equivalent of two limited duration County employees and additional support equivalent to one FTE.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of outreach activities conducted	10	12	25	6
Outcome	Completion of the Updated Comprehensive Framework Plan	50%	100%	80%	100%

Performance Measures Descriptions

Legal / Contractual Obligation

The Land Use Planning Program complies with Federal, State and local laws, supports the values of the Board of County Commissioners and meets the evolving needs of the community by adopting and implementing clear and effective land use and transportation planning policies and regulations. These policies and regulations provide the required venue for public participation and a degree of predictability to neighbors and developers.

This program offer will require the continuation of a professional services contract with a firm to help guide public outreach and finalize the policy and regulation amendments.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$273,684	\$0	\$165,000
Contractual Services	\$0	\$323,497	\$0	\$85,000
Total GF/non-GF	\$0	\$597,181	\$0	\$250,000
Program Total:	\$597,181		\$250,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This offer supported with Lottery Funds through County General Fund.

Significant Program Changes

Last Year this program was: FY 2016: 91027-16 Land Use Comprehensive Plan Update

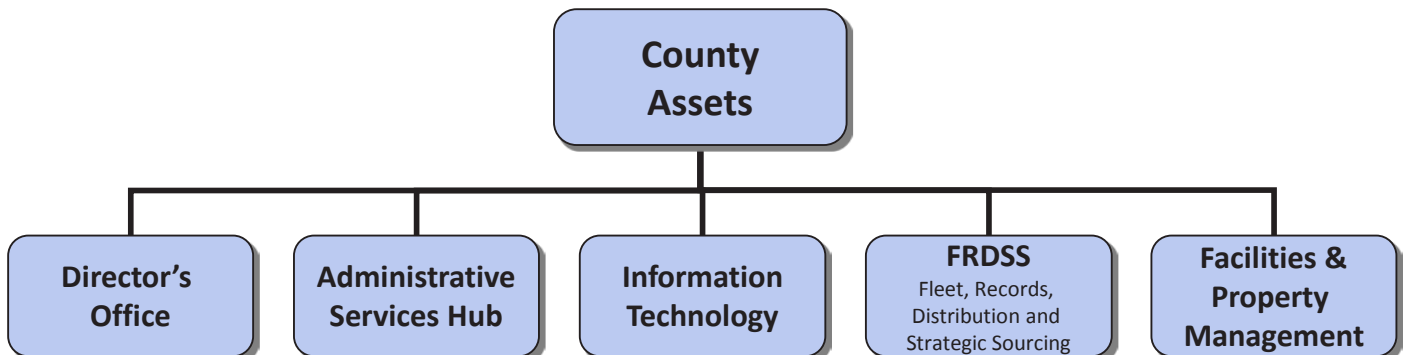
Department Overview

The Department of County Assets (DCA) plans for, acquires, and manages County assets. DCA coordinates the use of the tools and infrastructure that County employees and programs need to provide critical community services efficiently and effectively. Major programs in the department include:

- Facilities & Property Management manages and makes capital improvements to over 3 million rentable square feet of offices, libraries, courts, detention centers, shops, clinics, and other types of leased and owned space in over 130 locations.
- Information Technology provides telecommunication, network, and hardware support, manages over 8,000 PCs, laptops, and tablets, 7,500 phone numbers, 125 network circuits, 500 virtual servers and 300 business applications.
- Fleet, Records, Distribution, and Strategic Sourcing maintains and manages vehicles, develops and maintains records, provides pick up and delivery of mail and provides contract management.
- Administrative Services Hub provides Human resources, procurement and contracting, finance, budget, rate-setting, capital planning, accounts payable, and other administrative services to DCA, and a subset of these services to the Department of County Management (DCM) and the non-departmental agencies and offices.

DCA continually evaluates opportunities to implement best practices, integrate service delivery, streamline and improve internal accounting functions, and promote innovative County business tools and processes. The long-range goals for DCA are driven by the County’s efforts to focus scarce financial resources on the delivery of direct services, and include:

- Creating financial accountability for the County’s assets;
- Streamlining business processes and implementing best practices for asset portfolio management; and
- Providing cost-effective, customer-focused infrastructure and business services.



Budget Overview

The FY 2017 budget for the Department of County Assets (DCA) is \$330.4 million. It consists of: \$6.8 million in the General Fund, \$107.9 million in Internal Service funds and \$215.7 million in Capital funds. Internal Service Funds are primarily facilities, information technology and fleet related.

The budget increases by \$80 million from the FY 2016 Adopted budget. The increases are \$45.6 million in the Downtown Courthouse and \$20.3 million in the Health Headquarters Capital funds. In addition, 2 new funds are added, \$6.9 million in the Information Technology Capital Fund, most of which is transferred from the Information Technology Fund, and \$5.4 million in the Hansen Building Replacement Fund. Changes in contractual services and capital outlay are primarily from changes in the Downtown Courthouse and Health Headquarters funds due to anticipated expenditures in FY 2017.

The programs listed below are receiving a total of \$31,229,456 of General Fund one-time-only funding:

- Downtown Courthouse (78212), \$19,900,000.
- Hansen Building Replacement (78218), \$3,000,000.
- DCJ Mid County Facility (78220), \$6,750,000.
- MCDC Electronics (78221), \$100,000.
- CRIMES Replacement (78319), \$1,479,456. The District Attorney's Office also has a program for CRIMES Replacement (15012), \$270,030.

Budget Trends*	FY 2015	FY 2016	FY 2016	FY 2017	Difference
	<u>Actual</u>	<u>Estimate</u>	<u>Adopted</u>	<u>Adopted</u>	
Staffing FTE	320.95	326.95	326.95	343.65	16.70
Personnel Services	\$40,006,517	\$42,564,458	\$44,499,090	\$49,073,776	\$4,574,686
Contractual Services	19,696,686	25,964,909	31,718,386	196,398,616	164,680,230
Materials & Supplies	30,161,862	31,673,145	35,886,474	38,965,565	3,079,091
Internal Services	10,862,685	9,747,707	15,650,886	16,540,156	889,270
Capital Outlay	<u>4,897,905</u>	<u>7,765,475</u>	<u>122,588,776</u>	<u>29,379,724</u>	<u>(93,209,052)</u>
Total Costs	\$105,625,654	\$117,715,694	\$250,343,612	\$330,357,837	\$80,014,225

*Figures on this page do not include cash transfers, contingencies or unappropriated balances. Division and program offer summary tables on subsequent pages DO contain contingencies, transfers, and unappropriated balances.

Successes and Challenges

A number of strategic projects were initiated and/or completed in FY 2016:

- Board of County Commissioners approval of project plans for the design and construction of the new Central Courthouse and the new Health Headquarters facility, completion of Phase 1 of the Hansen replacement project, and the final sale of the Morrison Bridgehead property.
- Completion of the VoIP implementation project, including the Downtown Courthouse, with the migration of nine State Court call centers and 590 phones across four public safety entities and completion of the Library Digital Collection project. The Gallery provides Library staff with the ability to store, maintain and display materials and allows patrons to search, explore and interact with various digital collections.
- Migration of the downtown motor pool to a third-party CarShare program resulting in reduction in capital costs and improved self-service reservations.
- Development of a senior management program for equity, diversity and inclusion including the completion of a readiness assessment, implementation of structured learning at senior management meetings, and development of a business case for equity, diversity and inclusion.

Several other important projects are in process:

- Planning for a new Mid-County DCJ campus.
- Implementation of Direct Messaging tool, our first cross-departmental system for supporting health care transformation.
- Expansion of County fueling capabilities with installation of above ground tanks at the Yeon location.

In all of its work, DCA considers the County's values and industry best practices, including goals for sustainability and MWSBE participation in our construction projects. DCA's continued partnership with CityFleet brings best practices in fleet maintenance. DCA's strategic sourcing efforts are a best practice in procurement and implements the values of sustainability, buying local and equity.

Key challenges include:

- Effectively balancing workloads against competing priorities: The demand for internal service provision continues to outpace the available resources. There is a continuous need to have the appropriate governance structures in place to re-prioritize the work.
- Recruitment and retention of management and staff: DCA continues to focus on best practices for retaining excellent staff, recruiting new staff, and providing an inclusive workplace.

Diversity and Equity

In FY 2016, the Department of County Assets made a significant investment in equity, diversity, and inclusion. We re-classified an existing position to fund a new senior management position to focus on equity, diversity, and inclusion. Both the new senior team member and the Department Director are members of the Equity Council and equity and inclusion learning is an agenda item for every senior management meeting. Equity is also explicitly addressed in the DCA mission, vision, values tag line and FY 2016-17 goals.

We have developed a senior management program for equity, diversity, and inclusion. As a part of the program, we developed and completed an equity assessment, added structured learning at senior management meetings, and developed a business case to further inform our program. In FY 2015, we formed an Equity and Sustainability Advisory Team (E-SAT) which evaluated and measured our carbon footprint and developed recommendations for reductions. In FY 2016, we are asking a team of managers and staff to develop an organizational assessment tool to measure where we are, guide our planning, and identify where support is needed. This team will further develop and publish our business case for equity, diversity, and inclusion. The business case will clearly describe the importance of equity, diversity, and inclusion from a business perspective and the valuable results that are possible. This is critical in getting our whole team on board and will inform our recruitment and retention plans. We also continue to consider the environment, equity and economy in our Strategic Sourcing planning. Finally, in partnership with Office of Diversity and Equity (ODE), we conducted a three hour workshop with the entire Central Courthouse team (County staff and contractors) on the importance of building an inclusive, trauma-informed space.

Budget by Division

Division Name	FY 2017 General Fund	Other Funds	Total Division Cost	Total FTE
DCA Director's Office	\$500,586	\$0	\$500,586	2.00
Administrative Hub Services	5,768,965	0	5,768,965	41.40
Facilities & Property Management	0	256,481,785	256,481,785	107.75
Information Technology	0	55,229,632	55,229,632	165.15
Fleet Records Distribution & Strategic Sourcing	<u>499,997</u>	<u>14,267,383</u>	<u>14,767,380</u>	<u>27.35</u>
Total County Assets	\$6,769,548	\$325,978,800	\$332,748,348	343.65

Includes cash transfers, contingencies, and unappropriated balances.

Director's Office

The DCA Director's Office provides leadership, strategic direction, operational assessment and accountability in oversight and management of County assets, including information technology, facilities and real property, fleet, records, distribution services and strategic sourcing. The office works with all County departments and elected officials to establish priorities and guidelines for asset acquisition, maintenance, monitoring, replacement and disposal.

Large capital projects will again be a focus in FY 2017. The IT Division will focus on implementation planning for a new Enterprise Resourcing Planning (ERP) System, implementing the County's new Assessment and Taxation System and assisting the DA's Office in the replacement of their CRIMES System. Facilities and Property Management will move forward with the design and construction of the new Central Courthouse and the new Health Department Headquarters building, as well as with the replacement of the Hansen Complex and the build out of the new Mid-County DCJ facility. The County partners with the City of Portland's CityFleet for fleet maintenance of downtown vehicles and will utilize a third-party CarShare program for our downtown motor pool. Additionally, the Strategic Sourcing team will create at least eight sourcing plans, Records Administration will initiate the county-wide rollout of the new electronic records management system, and Distribution Services will streamline using their new outgoing mail sorting equipment.

Significant Changes

There are no significant changes in the Director's Office.

Facilities and Property Management

The Facilities and Property Management Division (FPM) manages an inventory of more than 3.7 million square feet of owned and leased space in 130 buildings geographically dispersed throughout the County. The FPM mission is to proactively plan, operate and manage all County properties in a safe, accessible, effective and efficient manner. FPM strives to provide innovative, sustainable, and affordable workplace solutions to enable all County programs to deliver effective services to the public.

While buildings are FPM's business, people are the purpose. In addition to serving clients' specific needs, FPM has a broader vision of building thriving communities and promoting stewardship of the taxpayer's' assets. FPM supports environmental sustainability and energy efficiency through ongoing energy conservation projects, leadership in County recycling initiatives, sustainable procurement processes, and Green Building construction practices. FPM's commitment to supporting local businesses and promoting diversity and equity is demonstrated by its use of MWESB and QRF firms for contracted services.

In FY 2017, FPM will continue to build on the Facilities Asset Strategic Plan, conducting condition assessments for medium performance buildings and developing near and long-term investment strategies that align with future County service delivery goals.

Significant Changes

While the total Facilities Fund (3505) budget request only increases 2.0 % over the FY 2016 adopted budget, there are notable changes within the relatively flat bottom line. To provide consistent and reliable services to support County operations, the budget reduces contract repair and maintenance services and adds nine new positions. Additionally, FY 2017 internal service rates reflect the end of a spend-down of Facilities Fund beginning working capital (BWC). In recent years, BWC subsidized a portion of operating costs that Facilities, in-turn, did not need to recover from customers. Therefore, while the total Facilities Fund budget remains flat, basic charges to County departments are expected to increase by 6.5%. About half of these charges are for general operations, which increase 8.8% with the end of the BWC subsidy (other basic charges are lease, debt and utilities). Capital Funds BWC was overestimated by \$6M in prior years. The correction for FY 2017 entailed a re-prioritization of projects in the 5 Year Capital Plan to remain within budget constraints.

In addition, The Hansen Building Replacement project (78218) is now assigned its own fund (2512), which combines and supersedes two preexisting projects -- Hansen Operations Relocation and Hansen Reconfiguration. A new program offer, DCJ Mid County Facility (78220), was established to acquire an asset in a mid-county location to consolidate four separate Department of Community Justice (DCJ) sites into a single County owned facility.

Information Technology

The Information Technology (IT) Division's mission is to leverage technology to drive innovation, efficiency, and cost savings. IT's vision is to provide residents and County employees the technology and information they need, any time, any place. IT has worked hard to define a mission and vision that focus on providing the services and technologies that County residents and employees deserve, at a cost they can afford. The mission and vision guide the development and implementation of the County's FY 2017 technology initiatives. This solid framework empowers IT employees to solve County business challenges by focusing on priority projects and by embracing new technologies to provide enhanced service and reduce costs.

The IT Division manages more than 8,000 PCs, laptops, and mobile devices, about 7,500 phone numbers, over 500 virtual servers and 30 physical servers, 125 network circuits, and approximately 300 business applications. IT staff support a wide array of business applications spanning primary health care, social services, transportation and bridges, facilities, finance, payroll, benefits, animal services, elections, emergency management, assessment and taxation, land use planning, libraries, jail management, and community justice. In addition, IT staff support the County's public facing web presence as well as an intranet for staff. County employees using these systems are located in over 130 different sites across the County, and the technologies required are as diverse as the lines of business.

Significant Changes

The IT Fund (3503) budget increased 6.2% over the FY 2016 adopted budget. The increase is driven by overall County head count, which has increased 2.3% over the last year, and specific requests from individual departments.

A new Information Technology Capital Fund 2508 totaling \$6.9 million is established to separately account for the Information Technology capital projects, formerly in fund 3503. This is in response to an audit recommendation and the Chief Operating Officer's County-wide capital project oversight initiative. Programs include IT Continuity of Operations (78300), IT Innovation & Investment Projects (78301A), IT Network Convergence (78301B), IT Cyber Security (78318), and CRIMES Replacement (78319).

An assessment of IT projects and priorities resulted in a reallocation of \$2 million for the Enterprise Resourcing Planning (ERP) Design and Implementation project within IT Innovation & Investment Projects (78301A).

Fleet, Records, Distribution and Strategic Sourcing

Fleet, Records, Distribution Services, Motor Pool, and Strategic Sourcing provide operational support services to all County departments and agencies.

- Fleet Services maintains and manages over 700 vehicles of various types, including electric and hybrid vehicles.
- Records Management and Archives develops and maintains record retention schedules to ensure that all legal and administrative requirements are met. The program manages over 120 million documents; some dating back to 1855.
- Distribution Services provides pick up and delivery of mail and supplies, medical lab tests, processing and metering of US mail, US Mail related training, consultation and contract management.
- Motor Pool provides short term vehicle availability through the County's Motor Pool and third-party CarShare program.
- The County's Strategic Sourcing program focuses on the holistic approach to the selection and sourcing of goods and services through the development, implementation, oversight and direct delivery of key strategic sourcing practices across the County, providing strategy, leadership, expertise and analytical information to County departments.

Significant Changes

The Motor Pool program, after a successful pilot, implemented an alternative Motor Pool strategy using a third-party CarShare program. The County's owned Downtown Motor Pool vehicles have been re-purposed to meet other County needs and the CarShare program vehicles are located at a parking lot adjacent to the Lincoln building where the heaviest concentration of Downtown Motor Pool users reside.

Also in FY 2016, the aging Records Management and Archiving system was replaced with an industry-standard and compliant system. The use of the electronic records management system will be expanded in the coming years to extend its capabilities and advance adoption of its self-service archive and retrieval features.

Administrative Hub

The DCA Administrative Hub provides human resources, procurement, contracting, finance, budget, internal service rate setting, capital planning, accounts payable, travel and training arrangements, and other administrative services. These services are provided to the 350 employees in DCA while many are also provided to approximately 345 employees in the Department of County Management and the non-departmental agencies and offices. Functional areas supported include:

- Human Resources and Administration, providing services that include strategic planning, job recruitment and outreach, investigations, performance management, HR transaction processing, supplies ordering and timekeeping.
- Procurement and Contracting, providing procurement and contracting for commercial services, construction, leases, software, maintenance and repair, and architectural and engineering contracts. Services include contract development, negotiation, risk assessment and management, supplier/vendor management and ongoing contract administration.
- Budget and Planning, providing budget, rate setting and capital planning services. Activities include County-wide rate analysis and creation, budget development, budget management and oversight, capital planning and on-going analysis.
- Finance, providing accounts payable and accounts receivable transaction processing, grant accounting and travel & training arrangements.

Significant Changes

The Administrative Services Hub continues to develop and implement business process improvements. Budget and Planning continues to implement the Kaizen Blitz LEAN improvements to the Internal Services Rates process. In FY 2016, the FPM rate process was addressed and the IT rate will be evaluated in FY 2017. LEAN process analysis lays a strong foundation with room for further efficiencies in the budgeting process.

Procurement and Contracting is requesting the addition of 1.00 FTE, a management position, to directly oversee the portfolio of IT Procurement and Contracting, which continues to grow in volume and complexity. The position will supervise 7 to 10 represented and non-represented staff members and be responsible for hundreds of technology related transactions per year.

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 2017 General Fund	Other Funds	Total Cost	FTE
DCA Director's Office					
78000	DCA Director's Office	\$500,586	\$0	\$500,586	2.00
Administrative Hub Services					
78100	Administrative Hub Budget & Planning	892,807	0	892,807	6.00
78101	Administrative Hub Procurement & Contracting	2,437,758	0	2,437,758	17.40
78102	Administrative Hub Finance	936,861	0	936,861	8.00
78103	Administrative Hub Human Resources	1,501,539	0	1,501,539	10.00
Facilities & Property Management					
78200	Facilities Director's Office	0	4,320,113	4,320,113	10.25
78201	Facilities Debt Service and Capital Fee Pass Through	0	5,978,692	5,978,692	0.00
78202	Facilities Operations & Maintenance	0	13,732,270	13,732,270	67.50
78203	Facilities Client Services	0	7,935,492	7,935,492	9.00
78204	Facilities Capital Operation Costs	0	1,445,177	1,445,177	10.00
78205	Facilities Capital Improvement Program	0	12,231,202	12,231,202	0.00
78206	Facilities Capital Asset Preservation Program	0	13,186,606	13,186,606	0.00
78208	Facilities Utilities Pass Through	0	6,048,618	6,048,618	0.00
78209	Facilities Lease Management	0	6,989,234	6,989,234	2.00
78210	Facilities Strategic Planning and Projects	0	1,096,235	1,096,235	6.00
78211	Facilities Construction Management and Design	0	579,293	579,293	3.00
78212	Facilities Downtown Courthouse	0	98,602,542	98,602,542	0.00
78213	Library Construction Fund	0	3,514,790	3,514,790	0.00
78214	Health Headquarters Construction	0	65,451,152	65,451,152	0.00
78215	ESPC-Juvenile Justice Complex Lighting	0	1,040,000	1,040,000	0.00
78216	ESPC-Inverness Jail-Water	0	1,496,627	1,496,627	0.00
78217	Yeon-AG Fuel Tanks Installation	0	436,661	436,661	0.00
78218	Hansen Building Replacement	0	5,390,766	5,390,766	0.00
78219	Yeon Annex - Reception and Lobby Redesign	0	156,315	156,315	0.00
78220	DCJ Mid County Facility	0	6,750,000	6,750,000	0.00
78221	MCDC Detention Electronics	0	100,000	100,000	0.00

County Assets

fy2017 adopted budget

Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
Information Technology					
78300	IT Continuity of Operations	0	114,630	114,630	0.00
78301A	IT Innovation & Investment Projects	0	3,740,269	3,740,269	0.00
78301B	IT Network Convergence	0	165,158	165,158	0.00
78302	IT Planning, Projects & Portfolio Management	0	2,024,801	2,024,801	11.00
78303	IT Help Desk Services	0	972,940	972,940	7.30
78304	IT Telecommunications Services	0	2,344,129	2,344,129	5.00
78305	IT Mobile Device Expense Management	0	1,057,968	1,057,968	1.00
78306	IT Network Services	0	4,875,235	4,875,235	12.00
78307	IT Desktop Services	0	2,250,383	2,250,383	17.10
78308	IT Asset Replacement	0	3,714,129	3,714,129	0.00
78309	IT Health & Human Services Application Services	0	4,676,523	4,676,523	22.00
78310	IT Public Safety Application Services	0	3,980,183	3,980,183	18.00
78311	IT General Government Application Services	0	1,645,027	1,645,027	6.00
78312	IT Data & Reporting Services	0	2,796,841	2,796,841	11.60
78313	IT SAP Application Services	0	2,002,833	2,002,833	9.00
78314	IT Enterprise and Web Application Services	0	3,523,511	3,523,511	15.40
78315	IT Library Application Services	0	278,264	278,264	2.00
78316	IT Shared Operating Expenses	0	7,217,937	7,217,937	3.00
78317	IT Data Center & Technical Services	0	5,007,805	5,007,805	24.75
78318	IT Cyber Security	0	1,266,610	1,266,610	0.00
78319	CRIMES Replacement	0	1,574,456	1,574,456	0.00
Fleet Records Distribution & Strategic Sourcing					
78400	Fleet Services	0	4,327,443	4,327,443	9.90
78401	Fleet Vehicle Replacement	0	5,965,054	5,965,054	0.00
78402	Motor Pool	0	828,756	828,756	2.25
78403	Distribution Services	0	1,934,731	1,934,731	6.60
78404	Records Management	0	1,211,399	1,211,399	5.20
78405	Countywide Strategic Sourcing	499,997	0	499,997	3.40
Total County Assets		\$6,769,548	\$325,978,800	\$332,748,348	343.65

Includes cash transfers, contingencies, and unappropriated balances.

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Department: County Assets

Program Contact: Sherry Swackhamer

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Department of County Assets (DCA) Director's Office is accountable for leadership in the oversight and management of county assets including information technology, facilities and property management, fleet administration and maintenance, motorpool, records and archive management, distribution services, and the related functions. The Director's Office is also responsible for ensuring department-wide engagement in important county-wide initiatives including Diversity and Equity, the Climate Action Plan, and the Wellness Program.

Program Summary

The Department of County Assets (DCA) aligns the management of specific County assets including information technology, facilities and property management, fleet operations and maintenance, motorpool, records, and distribution services. The goals of DCA include managing physical assets and the associated costs to ensure that the County's limited resources are invested where they are needed most. DCA management provides leadership, strategic direction, and operational assessment and accountability to ensure these goals are met.

The organization also includes an administrative services hub providing Human Resources and Administration, Procurement and Contracting, and Budget and Finance services. The hub provides the services to DCA, and a variety of services to the Department of County Management (DCM), the Chair's Office, the Board of County Commissioners, and other non-departmental entities. The hub strives to eliminate duplication of resources and streamline processes through economies of scale across these groups, where appropriate.

Additionally, the department includes the county-wide Strategic Sourcing initiative. Strategic Sourcing moves the county to an industry standard practice of commodity planning and sourcing with "just in time" purchasing and direct shipment of office supplies and similar commodities. A county-wide "Strategic Sourcing Council" provides governance and decision-making, and aligns strategic sourcing initiatives with County values.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Equity Lens project/process evaluations completed	N/A	6	3	6
Outcome	Percent of administrative processes analyzed through the LEAN methodology.	N/A	20	5	10

Performance Measures Descriptions

Output - Equity and inclusion principles including EPL will be used in the evaluation of at least 6 processes/projects.
 Outcome - Percent of administrative processes analysed per the LEAN methodology.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$410,848	\$0	\$429,072	\$0
Contractual Services	\$25,000	\$0	\$22,000	\$0
Materials & Supplies	\$23,375	\$0	\$23,210	\$0
Internal Services	\$27,142	\$0	\$26,304	\$0
Total GF/non-GF	\$486,365	\$0	\$500,586	\$0
Program Total:	\$486,365		\$500,586	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Other / Miscellaneous	\$486,365	\$0	\$500,586	\$0
Total Revenue	\$486,365	\$0	\$500,586	\$0

Explanation of Revenues

Internal Service charges in the Facilities, Information Technology, Fleet, and Distribution funds support the Director's Office.

Significant Program Changes

Last Year this program was: FY 2016: 78000-16 DCA Director's Office

No significant changes.

Department: County Assets **Program Contact:** Lisa Whedon
Program Offer Type: Administration **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Budget and Planning team is one of the four service teams in the Department of County Assets (DCA) Administrative Services Hub. The team provides financial planning, forecasting, rate-setting, and reporting services to the DCA.

Program Summary

The Budget and Planning team assembles and publishes County-wide annual internal service rates; bills for County facilities, fleet, information technology, telecommunications, and records and distribution services; and coordinates planning for the County's asset management and facilities capital improvement functions. This program focuses on several primary responsibilities:

- Coordinating County-wide annual capital planning* and internal service rate development processes, including developing and implementing complex activity-based cost allocation models for seven distinct internal services.
- Coordinating and managing annual budget development and monitoring.
- Overseeing budget management, monitoring, modification, and financial reporting throughout the fiscal year for the County's Facilities and Planning Management (FPM), Information Technology (IT), and Fleet capital, internal service, and debt service funds.

The team provides recommendations and data on internal cost allocation methods and strategies, capital planning and spending, and planning for long-term obligations used by every County department.

*capital planning for FPM, IT and Fleet

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	On-time Billing	N/A	N/A	80%	90%
Outcome	Percent reduction in billing errors	N/A	N/A	80%	85%

Performance Measures Descriptions

Output - Track customer billings to ensure accurate on-time delivery of internal services expenditures.

Outcome - Monthly review of billings to ensure allocations among internal customers are accurate and reflect current internal service rates.

Legal / Contractual Obligation

Oregon Budget Law (ORS Chapter 294), federal Office of Management & Budget circulars A-133 and A-87, Government Accounting Standards Board statements and pronouncements, County Administrative Procedures.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$765,326	\$0	\$793,073	\$0
Contractual Services	\$0	\$0	\$5,000	\$0
Materials & Supplies	\$11,015	\$0	\$15,466	\$0
Internal Services	\$94,999	\$0	\$79,268	\$0
Total GF/non-GF	\$871,340	\$0	\$892,807	\$0
Program Total:	\$871,340		\$892,807	
Program FTE	6.00	0.00	6.00	0.00

Program Revenues				
Other / Miscellaneous	\$772,447	\$0	\$892,807	\$0
Total Revenue	\$772,447	\$0	\$892,807	\$0

Explanation of Revenues

Costs of the Administrative Hub are allocated proportionately among the County's internal services. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds.

Significant Program Changes

Last Year this program was: FY 2016: 78047-16 Administrative Hub Budget & Planning

No significant program changes.

Department: County Assets

Program Contact: Tony Dornbusch

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs: 78405-17

Program Characteristics:
Executive Summary

Administrative Hub Procurement and Contracting (P&C) team is one of the four service teams in the Department of County Assets' (DCA) Administrative Services Hub. This team works collectively with the other DCA Administrative Service Hub units to deliver formal, informal and cooperative procurements and their related contracts and other purchase documents.

Program Summary

This program includes the administrative group responsible for consultation, oversight and direct delivery of the procurement and purchasing of goods and services, and commercial, personal services and construction contracting (including software licensing, and facilities). This organization reports to the Manager of Strategic Sourcing, Procurement and Contract Administration, who reports to the Director of DCA. The staff of 17.4 FTE support the procurement and contracting requests of 380+ DCA and Non-Departmental employees by processing well over 1,200 transactions per year, ranging from a few dollars to tens of millions of dollars and from a simple contract amendment to a multi-million dollar request for proposal.

The program includes; commercial, personal services, construction, lease, software, maintenance and repair, and architectural contract development; negotiation; risk assessment and management; supplier/vendor management; and ongoing contract administration. This group provides contract negotiation and process development as well as oversight and specialized expertise in the development and monitoring of large construction, facilities, and software and hardware contracts. Support also includes collaboration with departmental partners in the review of Administrative Procedures, policies and the implementation of best practices.

The Strategic Sourcing component of the area is addressed under program offer 78405-17.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of procurements and contracts processed	1,747*	504	1,260	1,400
Outcome	Percentage of contracts processed following established processes	100%	100%	100%	100%

Performance Measures Descriptions

Output– Measures the total volume of procurements, contracts, amendments, renewals, and purchase orders processed by the Procurement and Contracting staff. (*Prior Year Actual = 1,241 without Conversion activity)

Outcome – Tracks the percentage of contracts issued under established processes demonstrating adequate controls are in place to ensure best purchasing practices.

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. DCA Contracts must adhere to Commercial Contract laws, Bureau of Labor and Industry laws, Construction and Architectural/Engineering contracting laws, Employment laws, Privacy laws, Domestic Violence and Criminal records laws and others. DCA Procurements using cooperative agreements must adhere to state and federal laws governing the use of the cooperative agreements as described therein.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,908,484	\$0	\$2,155,261	\$0
Contractual Services	\$25,000	\$0	\$12,000	\$0
Materials & Supplies	\$93,733	\$0	\$40,855	\$0
Internal Services	\$181,856	\$0	\$229,642	\$0
Total GF/non-GF	\$2,209,073	\$0	\$2,437,758	\$0
Program Total:	\$2,209,073		\$2,437,758	
Program FTE	16.40	0.00	17.40	0.00

Program Revenues				
Other / Miscellaneous	\$1,780,343	\$0	\$2,161,821	\$0
Total Revenue	\$1,780,343	\$0	\$2,161,821	\$0

Explanation of Revenues

Costs of the Administrative Hub are allocated proportionately among users: the County's internal services and the departments of County Assets, County Management, and Non-Departmental. The General Fund supports charges apportioned to DCM. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds, and reimburse the General Fund for these services.

Significant Program Changes

Last Year this program was: FY 2016: 78048-16 Administrative Hub Procurement & Contracting

No Significant Changes

Department: County Assets

Program Contact: Patrick Williams

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Administrative Hub Finance team is one of the four service teams in the Department of County Assets (DCA) Administrative Services Hub. This team provides accounts receivable, accounts payable, grant accounting, travel arranging and reconciliation, procurement card management services, Marketplace accounting, and general accounting support to the DCA, and to Non-Departmental County agencies and offices.

Program Summary

This program includes the administrative group responsible for accounts receivable, accounts payable, grant accounting, travel arranging and reconciliation, procurement card management services, Marketplace accounting, and general accounting support. The Finance unit reports to the DCA Director.

The Administrative Hub was established to create greater efficiency through the consolidation of duplicate business services functions that formerly existed separately in the Facilities and Property Management, Fleet, Records, Distribution Services, and Strategic Sourcing (FREDS), and Information Technology. Support is also provided to the Board of County Commissioners and several Non- Departmental Offices allowing departmental leadership and elected officials to focus their efforts on delivering vital program services.

In addition to the functions referenced above, support also includes collaboration with departmental partners in the review and modification of Administrative Procedures, policies, internal controls and the implementation of best practices.

In FY 2016, the Finance Hub is on pace to reconcile more than 50,000 Marketplace transactions, 16,000 accounting and finance related transactions, and 7,000 P card transactions.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of out of town travel and training events reconciled within 30 days of traveler return date.	73%	N/A	90%	100%
Outcome	Maintain quarterly aged receivable balance below \$50,000	\$26,283	N/A	\$311,446	\$50,000

Performance Measures Descriptions

PM #1 Output - Reconciliation of out of town travel and training completed within 30 days of travel return. Important because travel expenses are among the most closely scrutinized expenses. It is important that any questions or issues are resolved quickly.

PM #2 Outcome - Management of external revenue sources to ensure timely payment of money owed the Department of County Assets.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$791,800	\$0	\$822,089	\$0
Materials & Supplies	\$7,475	\$0	\$8,644	\$0
Internal Services	\$122,143	\$0	\$106,128	\$0
Total GF/non-GF	\$921,418	\$0	\$936,861	\$0
Program Total:	\$921,418		\$936,861	
Program FTE	8.00	0.00	8.00	0.00

Program Revenues				
Other / Miscellaneous	\$629,624	\$0	\$696,605	\$0
Total Revenue	\$629,624	\$0	\$696,605	\$0

Explanation of Revenues

Costs of the Administrative Hub are allocated proportionately among users: the County's internal services and the Department of County Assets. The General Fund supports charges apportioned to the non-departmental agencies. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds, and reimburse the General Fund for these services.

Significant Program Changes

Last Year this program was: FY 2016: 78049-16 Administrative Hub Finance

No significant program changes.

Department: County Assets **Program Contact:** Karin Lamberton

Program Offer Type: Administration **Program Offer Stage:** As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Administrative Hub Human Resources (HR) team is one of the four service teams in the Department of County Assets (DCA) Administrative Services Hub. HR provides direct human resources, labor relations and related services for over 600 employees to the departments of County Management (DCM), DCA, and Non-Departmental County agencies and offices.

Program Summary

This program provides a full range of HR services to 649 regular employees and approximately 61 temporary and/or on-call employees. The supported employees include 395 members of AFSCME Local 88, 14 members in IUOE Local 701 (Operating Engineers) and 17 members of IBEW Local 48 (electrical workers). Additionally, there are 190 executive and management employees, 27 employees who serve as staff to elected officials; and six (6) elected officials. Under the direction of the Human Resources Manager, unit staff provides professional HR guidance on managing both represented and exempt employees; direct services such as recruitment, compliance and interpretation of Collective Bargaining Agreements and County Personnel Rules; wage and hour law; tracking required trainings; HR information systems data entry, and complex records management and compliance; timekeeping and e-timesheet training and review; and serve as a resource for employees in connection with County policies, training, and career development.

Key responsibilities include advising department directors, division managers and supervisors on the following:

--Develop and implement staffing and related plans (including reorganizations) that support organizational goals and objectives and succession planning; Workforce Equity assessment and implementation of plans and projects to facilitate improvement in employees' work experience to ensure equity and inclusion in employment practices and policies. Create and/or revise position descriptions to align work tasks with the business needs of work units, work with managers on succession planning and workforce development; Manage job recruitments: outreach activities, develop selection processes, evaluate online applications, schedule interviews and score applicant tests, ensure compliance with civil service process; Performance management: monitor the timely and thorough completion of performance plans and appraisals; advise managers on appropriate evaluation criteria and process; Interpret collective bargaining agreements and personnel rules, participate on labor/management teams and bargaining teams. Ensure department compliance with the county's compensation, and classification plans and policies.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of recruitments conducted	126	NA	135	135
Outcome	Number of employees provided full range of HR services	680	NA	710	717

Performance Measures Descriptions

Output - Number of all recruitment reflects the total for all departments and offices served by the DCA HR Administrative Hub.

Outcome - Number of employees served measures workload, taking into account personnel transaction processing for new hires, terminations, promotions, changes in pay status or seniority, and other employment actions and employee information.

Legal / Contractual Obligation

Federal, state, and local laws 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 and Accountability Act, and other employment-related issues. Three labor agreements necessitate contract compliance regarding wages, hours, working conditions and other employment-related matters.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,122,731	\$0	\$1,346,087	\$0
Contractual Services	\$7,166	\$0	\$0	\$0
Materials & Supplies	\$12,800	\$0	\$23,507	\$0
Internal Services	\$122,143	\$0	\$131,945	\$0
Total GF/non-GF	\$1,264,840	\$0	\$1,501,539	\$0
Program Total:	\$1,264,840		\$1,501,539	
Program FTE	9.00	0.00	10.00	0.00

Program Revenues				
Other / Miscellaneous	\$789,257	\$0	\$692,677	\$0
Total Revenue	\$789,257	\$0	\$692,677	\$0

Explanation of Revenues

Costs of the Administrative Hub are allocated proportionately among users: the County's internal services and the departments of County Assets and County Management. The General Fund supports charges apportioned to DCM. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds, and reimburse the General Fund for these services.

Significant Program Changes

Last Year this program was: FY 2016: 78050-16 Administrative Hub Human Resources

No significant program changes.

Department: County Assets

Program Contact: Henry Alaman

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Facilities Director's Office provides comprehensive strategic and operational guidance for facilities related issues to County executives and operating departments. It directs and supports the strategies, policies, and operations of the Facilities Division within the Department of County Assets and guides the proper operation of all County occupied facilities (owned and leased).

Program Summary

The Facilities Director's Office provides the oversight and direction that ensures the functionality and safety of the County's built environment by integrating people, place, processes and technology. Working with County departments, the Facilities Division creates safe and cost effective work environments for County programs operating in a wide variety of types of facilities, from office space to jails to health clinics and libraries.

The Director's Office provides leadership and cohesive management of the division's work units, including: Client Services, Strategic Planning, Capital Improvement, Construction Management and Operations & Maintenance. It ensures that division strategies, policies, procedures and activities are guided by County-wide goals and initiatives. This office is responsible for centralizing and maintaining all critical building information, managing the Moves/Adds/Changes (MAC) program, administering the division-wide process improvement projects, and overseeing key performance and benchmark metrics.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of employee performance evaluations completed on time.	100%	100%	100%	100%
Outcome	Facility Portfolio Performance Report Completed	N/A	N/A	N/A	1

Performance Measures Descriptions

PM 1: All employees will receive annual feedback on their performance, develop appropriate work goals and competencies, and assess professional development opportunities.

PM 2: Portfolio performance report demonstrates effectiveness of current initiatives and informs future strategies. New performance measure created for FY17.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,390,658	\$0	\$1,398,632
Contractual Services	\$0	\$55,000	\$0	\$109,487
Materials & Supplies	\$0	\$482,767	\$0	\$180,386
Internal Services	\$0	\$2,334,636	\$0	\$2,131,608
Unappropriated & Contingency	\$0	\$525,000	\$0	\$500,000
Total GF/non-GF	\$0	\$4,788,061	\$0	\$4,320,113
Program Total:	\$4,788,061		\$4,320,113	
Program FTE	0.00	10.25	0.00	10.25

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$2,547,545
Beginning Working Capital	\$0	\$775,000	\$0	\$500,000
Service Charges	\$0	\$0	\$0	\$1,272,568
Total Revenue	\$0	\$775,000	\$0	\$4,320,113

Explanation of Revenues

Revenue in this offer includes reimbursement from internal County departments and external customers served by Facilities as well as beginning working capital from prior years. For FY 2017 revenues are realigned across Facilities to balance program offers.

Other/Misc. Revenue:
 Dividends & Rebates \$40,000
 Service Reimbursements \$2,363,706
 Write off \$144,385

Significant Program Changes

Last Year this program was: FY 2016: 78002-16 Facilities Director's Office

To realign program offer organization structures, this offer now includes the MAC group, previously in Client Services (78203) and the Compliance Unit, previously in this offer, is now in Operations and Maintenance (78202).

Department: County Assets **Program Contact:** Naomi Butler
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Facilities and Property Management (FPM) manages the Countywide building portfolio allocations for debt and capital cash transfer expenses based on accurate occupancy data.

Program Summary

The Facilities & Property Management Division collects payments from departments for the following obligations for FY 2017:

Full Faith & Credit Series 2014 Facilities Fund \$4,718,000

Full Faith & Credit 2010A \$450,000

The outstanding debt issues have funded a number of capital improvements and acquisitions. These include purchase of the Multnomah, East County Health/Aging and Blanchard buildings and related equipment. All binding obligations were confirmed by the CFO and approved by the Board of County Commissioners.

FPM pays building debt service and capital cash transfers which are administratively “passed through” as an expense to County departments. Due to funding requirements by departments for Federal/State/Local grants these expenses are allocated 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Accurate and complete annual allocations to departments	100%	100%	100%	100%
Outcome	Accurate and complete building occupancy data for accurate allocations	100%	100%	100%	100%

Performance Measures Descriptions

Facilities and Property Management ensures accurate compilation and allocation of occupancy data for departmental reporting and response to internal and external information requests.

Legal / Contractual Obligation

Principal and interest on the full faith and credit obligations, capital leases and intergovernmental agreements are a binding debt obligation of the County. All debt issues and refundings were approved by various resolutions adopted by the Board of County Commissioners.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Internal Services	\$0	\$5,419,771	\$0	\$5,168,000
Cash Transfers	\$0	\$805,310	\$0	\$810,692
Total GF/non-GF	\$0	\$6,225,081	\$0	\$5,978,692
Program Total:	\$6,225,081		\$5,978,692	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,225,081	\$0	\$5,975,333
Service Charges	\$0	\$0	\$0	\$3,359
Total Revenue	\$0	\$6,225,081	\$0	\$5,978,692

Explanation of Revenues

Revenue in this offer includes reimbursement from internal County departments and external customers served by Facilities.

Significant Program Changes

Last Year this program was: FY 2016: 78003-16 Facilities Debt Service and Capital Fee Pass Through

Department: County Assets **Program Contact:** Liz Rodriguez
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Facilities Operations and Maintenance Program comprises a broad spectrum of services ensuring Multnomah County's over 130 buildings are operating & functioning as designed and constructed, and are meeting the requirements of County programs and operations. These services are provided to operate, maintain, & repair the mechanical, electrical, & structural systems in all Multnomah County buildings which total over 3.7 million gross square feet. The Program is responsible for operations, services, & projects that are regulated by multiple federal, state, & local laws, codes, and mandates.

Program Summary

The Facilities Operations and Maintenance program consists of 67.5 FTE in 8 trade groups who cover the 24/7/365 day-to-day activities necessary to effectively maintain the County's diverse facility portfolio & respective assets of building systems & equipment. Preventive, predictive (planned) and corrective (reactive) maintenance activities form a comprehensive Operations and Maintenance program which:

- Reduces capital repairs;
- Reduces unscheduled shutdowns and repairs;
- Extends equipment and facility life to realize life-cycle cost savings;
- Conserves energy and resources by optimizing the efficiency of equipment and systems (Climate Action Plan actions 18-4,18-8, and 18-9);
- Minimizes administrative costs while maximizing human resource capacity;
- Institutes data collection systems that create management control reports and performance indices of operating effectiveness;
- Provides safe, compliant and functional facilities that meet programmatic requirements;
- Maximizes occupant comfort; and
- Maintains credible relations with clients & the public by providing safe, accessible, & well-maintained facilities and information on planned maintenance activities.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Preventive Maintenance work orders scheduled (proactive vs. reactive)	50%	55%	55%	60%
Outcome	Customer Satisfaction Rating	90%	90%	90%	90%

Performance Measures Descriptions

PM #1--The percentage of preventive maintenance work orders scheduled indicates the effort of a more proactive approach to monitor and maintain the efficiency & life cycle of major building systems. Focus on major systems life cycle monitoring and replacement will adjust and stabilize this metric.

PM #2--Customer service surveys are issued with each closed work order notification with a goal of 100% client satisfaction.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$6,960,117	\$0	\$8,011,284
Contractual Services	\$0	\$1,355,453	\$0	\$226,150
Materials & Supplies	\$0	\$4,464,207	\$0	\$4,318,121
Internal Services	\$0	\$1,076,897	\$0	\$1,176,715
Total GF/non-GF	\$0	\$13,856,674	\$0	\$13,732,270
Program Total:	\$13,856,674		\$13,732,270	
Program FTE	0.00	60.00	0.00	67.50

Program Revenues				
Fees, Permits & Charges	\$0	\$31,500	\$0	\$0
Other / Miscellaneous	\$0	\$18,510,855	\$0	\$13,732,270
Interest	\$0	\$0	\$0	\$0
Service Charges	\$0	\$131,000	\$0	\$0
Total Revenue	\$0	\$18,673,355	\$0	\$13,732,270

Explanation of Revenues

Revenue in this offer includes reimbursement from internal County departments and external customers served by Facilities. For FY 2017 revenues are realigned across Facilities to balance program offers.

Significant Program Changes

Last Year this program was: FY 2016: 78004-16 Facilities Operations & Maintenance

This offer has been combined with Building Materials and Services (PO 78009-16) to align the revenues and expenses for maintaining all County buildings.

Increased staffing by 7.5 FTE and reduced reliance on contracted services to remain budget neutral.

Department: County Assets

Program Contact: Alene Davis

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Facilities Client Services program manages more than 3,700,000 gross square feet of County facilities space. The team of seven property managers, a contract administrator, and a client service manager serves as the customer service interface between County programs and the Facilities Division. This team of liaisons coordinates all aspects of building management and related activities to ensure collaboration, communication and coordination for optimal programmatic service delivery.

Program Summary

Property Managers ensure that all County building users have a single, visible, and accessible point of contact for facilities services. Each has direct oversight of their respective building portfolios, and is responsible for coordinating both routine building activities (such as janitor service, security, and window washing) and repair and/or maintenance projects with the programs operating in County buildings. Property Managers are instrumental in coordinating sustainability activities such as recycling, managing energy and utility usage, and using sustainable cleaning products in buildings, thus supporting the County's Climate Action Plan. Finally, Property Managers respond to emergencies and coordinate after-hours access to buildings by contractors, community groups, or others. The Contract Administrator manages over \$6.5m in operational contracted services that support property management efforts. The Client Services Manager manages the team and provides an overall point of contact for the Facilities Division for topics related to the level of performance, process improvements, and client communications.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Annual Customer Service Satisfaction Survey with a 90% rating.	N/A	1	1	1
Outcome	Public procurement compliance for contracted services.	100%	100%	100%	100%

Performance Measures Descriptions

PM #1: Facilities customers are emailed a link for a Customer Service satisfaction survey. Replies and results are reviewed and used for continuous quality improvement. New program and performance measures created in FY16, no previous year actual exists.

PM #2: All procurement activities must be in compliance with statutory mandates and contracting rules.

Legal / Contractual Obligation

The Facilities Division contracts with Qualified Rehabilitation Firms (QRFs) to provide janitorial, landscaping and security services. QRFs hire individuals who would otherwise not have gainful employment. Facilities has over \$6,500,000 in operational contracts, of which \$4.4M are related to QRF contracts.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,050,371	\$0	\$1,260,130
Contractual Services	\$0	\$5,558,770	\$0	\$6,401,206
Materials & Supplies	\$0	\$197,500	\$0	\$103,319
Internal Services	\$0	\$173,466	\$0	\$170,837
Total GF/non-GF	\$0	\$6,980,107	\$0	\$7,935,492
Program Total:	\$6,980,107		\$7,935,492	
Program FTE	0.00	8.00	0.00	9.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,198,886	\$0	\$7,933,738
Interest	\$0	\$25,000	\$0	\$0
Service Charges	\$0	\$3,521,487	\$0	\$1,754
Total Revenue	\$0	\$6,745,373	\$0	\$7,935,492

Explanation of Revenues

Revenue in this offer includes reimbursement from internal County departments and external customers served by Facilities. For FY 2017 revenues are realigned across Facilities to balance program offers.

Significant Program Changes

Last Year this program was: FY 2016: 78005-16 Facilities Client Services

One new position is dedicated to and reimbursed by the Health Department. To realign program offer and organization structures, the Moves Adds and Changes (MAC) work unit, previously in this offer is now in Facilities Director's Office (78200).

Department: County Assets **Program Contact:** John Lindenthal
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs: 78205-17, 78206-17, 78213-17
Program Characteristics:

Executive Summary

The Capital Program Section manages the County's long-term improvement and replacement plan for the major building systems in all County owned buildings. The program prioritizes required work with available resources, and provides management and oversight of all the required improvements, construction, renovation and capital maintenance work in these buildings. The majority of the funding for this offer comes from the Capital Improvement Program (CIP) and Asset Preservation (AP) fees.

Program Summary

The section provides project management services including planning, design, and construction services. Project Managers ensure compliance with policies and statutory requirements including Federal, State and local regulations, Green Building policies, and Minority Women Emerging Small Business (MWESB)(COBID) policies. They incorporate sustainable practices in accordance with County policies and the Climate Action Plan. 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 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, and Library District) include coordinating 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.

The Capital Program Section is funded by the Capital Improvement Program (78205-17), the Asset Preservation (78206-17) and Library Construction Fund (78213-17) 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 a carefully planned approach.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Completed Projects - planned % fiscal year projects to be completed. (PO's 78205-17 & 78206-17 & 78213-17)	78.3%	85.0%	92.3%	85.0%
Outcome	Percent of Primary Owned Buildings rated as Tier 1	66.7%	56.3%	56.3%	56.3%
Quality	Provide monthly FM Capital Status report	12	12	12	12

Performance Measures Descriptions

PM #1: Combination metric CIP & AP program offers set at 85%. This allows flexibility for changes due to County needs.
 PM #2: Percent of Primary Owned Buildings rated as Tier 1. Note: Overall the Capital program was without 3 project managers for several months each during FY15.
 PM #3: Monthly Capital Project Status reporting.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,234,866	\$0	\$1,347,180
Contractual Services	\$0	\$15,000	\$0	\$15,000
Materials & Supplies	\$0	\$37,300	\$0	\$40,281
Internal Services	\$0	\$41,134	\$0	\$42,716
Total GF/non-GF	\$0	\$1,328,300	\$0	\$1,445,177
Program Total:	\$1,328,300		\$1,445,177	
Program FTE	0.00	9.00	0.00	10.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,475,288	\$0	\$1,445,177
Total Revenue	\$0	\$1,475,288	\$0	\$1,445,177

Explanation of Revenues

Revenue in this offer includes reimbursement from internal County departments and external customers served by Facilities. For FY 2017 revenues are realigned across Facilities to balance program offers.

Significant Program Changes

Last Year this program was: FY 2016: 78006-16 Facilities Capital Operation Costs

This offer adds one FTE in FY 2017 for capital project support.

Department: County Assets **Program Contact:** John Lindenthal
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs: 78204-17, 78206-17, 78213-17
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 for the operating programs that use them.

Program Summary

The Capital Improvement Program (CIP) creates an annual 5-year Capital Plan that focuses on the County's 14 primary owned Tier II and III buildings. 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 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 over a 10 year horizon. 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. The program uses a PULSE (Planned Useful Life - System Evaluation) database to track building system life cycles.

The Facilities Asset Strategic Plan (FASP) will also alter the projections on capital needs into the future. There is currently an identified capital need estimated at \$25,000,000 per year in fiscal years FY18-FY22. Efforts are underway County-wide to work on our building portfolio's recapitalization needs, which the current 8% annual CIP revenue increases are not adequate to address.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of Planned CIP Projects Completed	90.3%	85.0%	80.0%	85.0%
Outcome	Percent of Primary Owned Buildings rated as Tier 1	66.7%	56.3%	56.3%	56.3%

Performance Measures Descriptions

PM #1: Capital Improvement Program (CIP) program offer metric is set at 85%. This allows flexibility for changes due to County needs. Note: Overall the Capital program was without 3 project managers for several months each during FY2015 which impacted delivery capacity.

PM #2: Percent of Primary Owned Buildings rated as Tier 1. There were no changes in the last year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$0	\$15,065
Contractual Services	\$0	\$5,771,000	\$0	\$6,007,853
Materials & Supplies	\$0	\$1,285,351	\$0	\$3,660,000
Capital Outlay	\$0	\$11,553,658	\$0	\$2,548,284
Total GF/non-GF	\$0	\$18,610,009	\$0	\$12,231,202
Program Total:	\$18,610,009		\$12,231,202	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,214,778	\$0	\$3,505,847
Financing Sources	\$0	\$671,731	\$0	\$585,439
Interest	\$0	\$25,000	\$0	\$35,000
Beginning Working Capital	\$0	\$13,161,000	\$0	\$7,514,475
Service Charges	\$0	\$1,537,500	\$0	\$590,441
Total Revenue	\$0	\$18,610,009	\$0	\$12,231,202

Explanation of Revenues

Fund 2507 Capital Improvement Program:

- 50000 BWC \$7,139,289 from Routine Project Carryover
- 50236 IG City of Portland share of Justice Center Projects \$590,441
- 50270 Interest on fund 2507 \$35,000
- 50310 Intl Svc Reimbursement CIP Fee from County Occupants \$3,505,847
- 50320 Cash Transfer revenue from Fund 3505 FPM & Vacant space \$550,088

Fund 2503 Equipment Acquisition:

- 50000 BWC Carryover \$375,186

Significant Program Changes

Last Year this program was: FY 2016: 78007-16 Facilities Capital Improvement Program

FY 2016 Beginning Working Capital was overstated by \$6.4 million, which is corrected in the FY 2017 budget.

Department: County Assets **Program Contact:** John Lindenthal
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs: 78204-17, 78205-17, 78213-17
Program Characteristics:

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 for the operating programs that use them.

Program Summary

The program creates accessible, functional, and energy efficient facilities that provide County services with space that meets their program needs. The program focuses on the County's 21 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 planned upgrades in equipment and systems intended to meet changing program needs.

The AP program continues to look at the long term County benefits by examining program needs, building needs, flexibility, cost efficiencies, building operations and maintenance. The AP Program is managed via annual 5-year Capital Plans that focus on short-term requirements that are integrated with the long-term Facilities Asset Strategic Plan (FASP). The Capital Plan is based on a comprehensive database which identifies all projected replacement needs in Tier I buildings over three decades 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, and optimizes return on investment.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of Planned AP Projects Completed	72%	85%	100%	85%
Outcome	Percent of Primary Owned Buildings rated as Tier 1	66.7%	56.3%	56.3%	56.3%

Performance Measures Descriptions

PM #1: Asset Preservation program offer metric is set at 85%. This allows flexibility for changes due to County needs. Note: Overall the Capital program was without 3 project managers for several months each during FY15.
 PM #2: Percent of Primary Owned Buildings rated as Tier 1. There were no changes in the last year.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$2,000,000	\$0	\$1,424,695
Materials & Supplies	\$0	\$350,000	\$0	\$390,000
Capital Outlay	\$0	\$10,007,747	\$0	\$11,371,911
Total GF/non-GF	\$0	\$12,357,747	\$0	\$13,186,606
Program Total:	\$12,357,747		\$13,186,606	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,508,817	\$0	\$3,837,872
Financing Sources	\$0	\$168,930	\$0	\$260,604
Interest	\$0	\$20,000	\$0	\$20,000
Beginning Working Capital	\$0	\$8,660,000	\$0	\$9,068,130
Total Revenue	\$0	\$12,357,747	\$0	\$13,186,606

Explanation of Revenues

50000 BWC from Routine Project Carryover \$9,643,435
50270 Interest Earnings \$20,000
50310 Intl Svc Reimbursement AP Fee from County Occupants \$3,837,872
50320 Cash Transfer revenue from Fund 3505 FPM & Vacant space \$260,604

Significant Program Changes

Last Year this program was: FY 2016: 78008-16 Facilities Capital Asset Preservation Program



Program #78208 - Facilities Utilities Pass Through

6/28/2016

Department: County Assets **Program Contact:** Peggidy Yates
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

This program accounts for the energy and utility costs incurred in County facilities including electric, natural gas, water, sewer and waste/recycling for County owned buildings. Expenses are passed through to County Departments as a building specific utility charge based on occupancy. The Strategic Planning and Projects Section monitors, evaluates, and approves payment, as well as recommends strategy for building utility expenses as an ongoing effort to increase operating efficiencies and reduce the financial impact on critical County programs and services.

Program Summary

Facilities and Property Management is continuously evaluating energy and utility consumption across the County in order to identify anomalies, maximize savings energy opportunities and minimize the County's utility expenses. Utility expenses are a pass through charge to the building tenants that either occupy owned and leased space in facilities used for County operations.

Electric utilities constitute 53% of the utility expenses followed by water/sewer, natural gas and waste/refuse. Facilities continues to work with the Office of Sustainability to educate building occupants on the value of recycling and reducing waste going to the landfill. The Energy-Utility Specialist in the Strategic Planning and Project group works with industry partners including the Energy Trust of Oregon, Oregon Department of Energy and the City of Portland to address operating efficiencies and capture incentives for energy savings measures.

Facilities continues to work collaboratively with building occupants around behaviors to reduce consumption.

Utility rates are projected to increase significantly over the next five years for electricity, natural gas and water at 19%, 18% and 45% respectively.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Energy Use Intensity (Energy use per square foot)	67	72	71	71
Outcome	Percent reduction in utility consumption.	6.4%	1%	1%	2%

Performance Measures Descriptions

PM #1: Energy Utility Intensity reflects the energy consumption per square foot in County facilities. A declining rate demonstrates increased operating efficiency. Reducing consumption will help to offset the projected utility rate increases in electricity, natural gas, water and waste management in FY 2016.
 PM #2: Energy consumption is attributable to many factors but energy efficiency measures, occupant behavior and weather patterns impacts overall consumption.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Materials & Supplies	\$0	\$6,027,237	\$0	\$6,048,618
Total GF/non-GF	\$0	\$6,027,237	\$0	\$6,048,618
Program Total:	\$6,027,237		\$6,048,618	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,566,916	\$0	\$5,517,517
Service Charges	\$0	\$460,321	\$0	\$531,101
Total Revenue	\$0	\$6,027,237	\$0	\$6,048,618

Explanation of Revenues

Revenue in this offer includes reimbursement from internal County departments and external customers served by Facilities.

Significant Program Changes

Last Year this program was: FY 2016: 78010-16 Facilities Utilities Pass Through

Department: County Assets **Program Contact:** Peggidy Yates
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Lease Management team supplements the County's owned real estate portfolio with leased space to ensure departments can deliver programs and services effectively and efficiently to their clients. In addition, lease management is responsible for leasing excess County building space to external clients to reduce vacancy impacts on County operations. These revenue leases supplement operations and help offset maintenance expenses. The priority is to lease to outside entities that complement existing County programs and services.

Program Summary

The Lease Management program is responsible for approximately 430,000 square feet, or 14%, of the County's portfolio. The Leasing Section works directly with departments to identify their space needs based upon existing and future program requirements, logistics, operating efficiencies, adjacency opportunities and schedules. Working strategically with Departments to assess future space needs, the staff identifies potential county owned space and leasing options. The team evaluates lease requirements and space needs three to five years in advance to effectively position the Departments' needs and the overall County portfolio.

In addition, working with the Departments in assessing options, Lease Management negotiates lease terms, obtains pertinent public permits, manages landlord disputes and proactively coordinates lease renewals. The program also provides operational support including Board approvals, lease representation, documentation, administration, legal coordination and enforcement. Team members manage leases to the highest professional standards to ensure full compliance and protection of the County's interest. The existing revenue leases represent approximately 70,000 square feet and \$1.5 million in FY 2016. The revenue is applied against operating expenses to reduce Facility rates to County Departments.

To reduce vacancy rates and generate revenues that reduce overall rates, Lease Management also works with Departments to evaluate existing and potential vacant space to maximize space utilization. Excess space may be leased to external programs including community service organizations, government agencies and private entities.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Proactively manage revenue and expense leases to meet occupant requirements.	98%	99%	99%	99%
Outcome	Lease revenue and expenses align with annual budget projections.	98%	99%	98%	99%

Performance Measures Descriptions

PM #1: Annual lease administration enforcement is managed through the Facilities Lease Administration database which tracks building data, property tax exemptions, lease expenses, lease rate adjustments, revenue reconciliation and lease renewal/termination dates.

PM #2: Assuring budget projections align with actual revenues and expenses ensures County program budgets reflect actual costs and decreases uncertainty.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$242,595	\$0	\$244,193
Contractual Services	\$0	\$5,000	\$0	\$10,000
Materials & Supplies	\$0	\$6,118,517	\$0	\$6,478,796
Internal Services	\$0	\$4,384	\$0	\$256,245
Total GF/non-GF	\$0	\$6,370,496	\$0	\$6,989,234
Program Total:	\$6,370,496		\$6,989,234	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,753,008	\$0	\$6,501,654
Service Charges	\$0	\$577,007	\$0	\$487,580
Total Revenue	\$0	\$6,330,015	\$0	\$6,989,234

Explanation of Revenues

Revenue in this offer includes reimbursement from internal County departments and external customers served by Facilities. For FY 2017 revenues are realigned across Facilities to balance program offers.

Significant Program Changes

Last Year this program was: FY 2016: 78011-16 Facilities Lease Management

Department: County Assets

Program Contact: Naomi Butler

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Strategic Planning and Projects Program is responsible for developing, implementing, and tracking performance against the Facilities Asset Strategic Plan. The program evaluates and recommends strategic portfolio opportunities including acquisitions, dispositions, major project development, renovations, energy efficiency measures, and strategic programming.

Program Summary

The Facilities Strategic Planning and Project program includes the ongoing efforts relating to the Facilities Asset Strategic Plan (FASP); property disposition and acquisition; pre-development and evaluation of major portfolio projects; energy and utility strategy relating to operating costs and the Climate Action Plan. Phase II of the Facilities Strategic Planning initiated the assessment of potential renovation, modernization and seismic to determine the cost/benefit of specific investments in the portfolio. Initial condition assessments, cost estimates and programming evaluation commenced in FY2016. In FY2017, the program focus is on continuing the assessments on medium and poor performance buildings and commencing on the cost/benefit analysis to identify investment priorities.

The Strategic section coordinates the overall county portfolio including the acquisition and disposition of County assets, planning major capital projects and the long term energy plan. The strategic team members continues to focus on balancing the Departmental needs against the portfolio capacity. In FY2016, Strategic closed on the sale of the Morrison Bridgehead with proceeds applied to the new Downtown Courthouse. The program continues to work with the Portland Housing Bureau, HomeForward and PDC in the development of affordable housing on the North Williams property and the North Edgefield property closed in FY2016.

The strategic section is focused on the strategy for the Gladys McCoy Building and Central Probation. In addition, staff is continuing to focus on the Health Department Headquarters, a potential Public Safety campus and the potential redevelopment of the Hansen site. The team is also responsible for leading the County's Strategic Energy Management program, tracking buildings carbon emissions and the Energy Savings Performance Contract.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of assessments of County owned core properties	1	5	5	5
Outcome	Number of dispositions of surplus property completed	2	2	2	2
Outcome	% of County's carbon footprint reduced for owned facilities operations by 2%/yr (per Climate Action Plan)	2%	2%	2%	2%

Performance Measures Descriptions

PM #1: A facility condition assessment is critical to developing a long term strategy for the building portfolio.

PM #2: Dispositions of surplus and underutilized property is a function of long term portfolio management to reduce operating costs and invest proceeds into valuable assets.

PM #3: The reduction of carbon emissions supports the sustainability goals outlined in the Climate Action Plan jointly supported by Multnomah County and City of Portland.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$838,011	\$0	\$810,835
Contractual Services	\$0	\$0	\$0	\$275,000
Materials & Supplies	\$0	\$2,600	\$0	\$10,400
Total GF/non-GF	\$0	\$840,611	\$0	\$1,096,235
Program Total:	\$840,611		\$1,096,235	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$1,096,235
Total Revenue	\$0	\$0	\$0	\$1,096,235

Explanation of Revenues

Revenue in this offer includes reimbursement from internal County departments and external customers served by Facilities. For FY 2017 revenues are realigned across Facilities to balance program offers.

Significant Program Changes

Last Year this program was: FY 2016: 78012-16 Facilities Strategic Planning and Projects

The North Edgefield and Morrison Bridgehead properties closed in 2016. The net proceeds from the Morrison Bridgehead sale is applied to the Multnomah County Courthouse project.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$465,077	\$0	\$504,025
Contractual Services	\$0	\$25,000	\$0	\$25,000
Materials & Supplies	\$0	\$18,200	\$0	\$34,500
Internal Services	\$0	\$15,192	\$0	\$15,768
Total GF/non-GF	\$0	\$523,469	\$0	\$579,293
Program Total:	\$523,469		\$579,293	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Other / Miscellaneous	\$0	\$688,687	\$0	\$579,293
Total Revenue	\$0	\$688,687	\$0	\$579,293

Explanation of Revenues

Revenue in this offer includes reimbursements from large scale capital project funds. For FY 2017 revenues are realigned across Facilities to balance program offers.

Significant Program Changes

Last Year this program was: FY 2016: 78013-16 Facilities Construction Management and Design

Department: County Assets **Program Contact:** Henry Alaman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The new Central Courthouse will replace the functionally obsolete 100 year old existing courthouse. The new courthouse will incorporate the current standards in courthouse design and construction, energy efficiency as well as operational and maintenance efficiency.

Program Summary

The current Multnomah County Downtown Courthouse is functionally obsolete and is in need of replacement. Day CPM with HDR will act as the Owner’s Representative and assist the County in delivering the project.

The County has procured the services of the SRG/CGL Ricci Greene partnership as the project architect to perform the design, and Hoffman Construction to construct the courthouse using the CM/GC (Construction Manager/General Contractor) method. The architect will perform final design of the courthouse with input from various stakeholders. During the design phase the architect and CM/GC will collaborate on the design to meet the project values and goals. The CM/GC will prepare detailed cost estimates during the design phase and develop value engineering alternatives.

A program addition, per BCC approval in FY 2016, was the inclusion of the District Attorney's offices and the Parking/Traffic/Small Claims/Tenant-Landlord high volume courts to the program.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Complete architectural design	N/A	N/A	N/A	100%
Outcome	Obtain approval from the Portland Design & Sustainability Commission	N/A	N/A	N/A	100%

Performance Measures Descriptions

The metric (output) is completing the design and (outcome) get approval from the City of Portland's Design & Sustainability Commission in order to proceed to construction.

Legal / Contractual Obligation

• ORS 1.185 County to provide courtrooms, offices and jury rooms. (1) The county in which a circuit court is located or holds court shall:

(a) Provide suitable and sufficient courtrooms, offices and jury rooms for the court, the judges, other officers and employees of the court and juries in attendance upon the court, and provide maintenance and utilities for those courtrooms, offices and jury rooms.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$0	\$67,791
Contractual Services	\$0	\$6,613,000	\$0	\$92,480,282
Materials & Supplies	\$0	\$132,000	\$0	\$974,469
Capital Outlay	\$0	\$46,225,900	\$0	\$5,080,000
Unappropriated & Contingency	\$0	\$1,360,000	\$0	\$0
Total GF/non-GF	\$0	\$54,330,900	\$0	\$98,602,542
Program Total:	\$54,330,900		\$98,602,542	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$5,000,000	\$0	\$32,451,607
Other / Miscellaneous	\$0	\$10,430,000	\$0	\$0
Financing Sources	\$0	\$28,120,000	\$0	\$34,250,000
Beginning Working Capital	\$0	\$10,780,900	\$0	\$31,900,935
Total Revenue	\$0	\$54,330,900	\$0	\$98,602,542

Explanation of Revenues

- \$31,900,935 BWC carryover of unrestricted funds from FY2016.
- \$34,251,607 in State Bonds to match 50% of approved county expenses.
- \$19,900,000 OTO from County General Fund.
- \$12,550,000 from County Bond sale.

Significant Program Changes

Last Year this program was: FY 2016: 78014-16 Facilities Downtown Courthouse

The program was expanded, per BCC approval in FY2016, to include the District Attorney's offices and the Parking/Traffic/Small Claims/Tenant-Landlord high volume courts. This program offer includes the funding necessary to accomplish this addition.

Department:	County Assets	Program Contact:	John Lindenthal
Program Offer Type:	Internal Service	Program Offer Stage:	As Adopted
Related Programs:	78204-17		
Program Characteristics:			

Executive Summary

The Library Construction (Capital) Fund is a Capital Program designed to create a self-sustaining fund which provides for the continuing reinvestment and capital work required to keep the Library District's buildings safe, reliable, functional and efficient.

Program Summary

The Library Construction (Capital) Fund program creates accessible, functional and energy efficient facilities that provide Library services with space that meets their program needs. The program focuses on the Library District's 15 owned buildings and provides the funding to complete capital projects within these buildings. Capital 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 Library District with assets that are worth their market value. It creates more usable buildings through planned upgrades in equipment and systems intended to meet changing program needs.

The Library District Capital Plan is managed via the annual 5-year Capital Plan that focus on short-term requirements that are integrated with the long-term Library District facility needs.

The Capital Plan is based on a comprehensive database which identifies all projected replacement needs in Libraries over three decades and then prioritizes and schedules needed work in the future. This allows the Library Capital fund to be invested based on priority, and optimizes return on investment.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of Library District Projects Completed	61.5%	85%	85.7%	85%
Outcome	Provide the Library District with a 5-yr Capital Improvement plan updated annually.	1	1	1	1

Performance Measures Descriptions

PM#1--The FY 2016 project completion metric is set at 85%. This allows for flexibility due to Library District changing needs. Note: FY 2016 was the first year for this as a separate metric. There are a small number of projects in the Library Construction Fund and the delay of 3 projects had a significant impact on the FY2015 (previous year) actual project completion rate. Overall the Capital program was without 3 project managers for several months during FY2015.
 PM#2--Provide the Library District with a 5-yr Capital Improvement plan updated annually.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$1,230,000	\$0	\$1,375,000
Materials & Supplies	\$0	\$200,000	\$0	\$897,790
Capital Outlay	\$0	\$1,518,700	\$0	\$1,242,000
Total GF/non-GF	\$0	\$2,948,700	\$0	\$3,514,790
Program Total:	\$2,948,700		\$3,514,790	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,148,700	\$0	\$1,238,162
Beginning Working Capital	\$0	\$1,800,000	\$0	\$2,276,628
Total Revenue	\$0	\$2,948,700	\$0	\$3,514,790

Explanation of Revenues

\$2,201,628 ~ 50000 BWC Estimated carry forward of ongoing projects

\$1,238,162 ~ 50310 Intl Svc Reimbursement Capital Fee on Owned Libraries

Significant Program Changes

Last Year this program was: FY 2016: 78017-16 Library Construction Fund

Department: County Assets **Program Contact:** Henry Alaman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

This project is to construct a new headquarters (HDHQ) and clinic facility for the Multnomah County Health Department (MCHD) in the Old Town/Chinatown Neighborhood of Portland. The facility will be approximately 153,500 square feet and located on the easterly half of the block U immediately adjacent to the recently completed Bud Clark Commons building. The project team is focused on delivering a well-functioning, flexible building for County operations that is welcoming to clients. The building will be an attractive and durable asset, which compliments the neighborhood.

Program Summary

The proposed building is a headquarters for the Multnomah County Health Department. It is an approximately 153,500 gross square foot, nine story structure located on a half block in Portland's Central City. The building will have a public entry sequence fronting on NW 6th Avenue & NW Hoyt St. Major elements at the ground floor are an Emergency Preparedness and Response center; a pharmacy; a vaccine depot; a loading dock and related service functions; a security desk; an ATM machine and a coffee cart. The upper eight floors house a variety of Health Department functions: Office of the Deputy Director; Business, Financial & Quality Services; Community Health Services; Health Officer; Human Resources & Workforce Development; Integrated Clinical Services; Office of Policy & Planning; Laboratory services; Communicable Disease services; and Public Health & Community Initiatives. Clinics are located on lower floors to facilitate public access; workplace is located on upper floors. Vertical circulation, restrooms for public use and staff use, break rooms, mechanical rooms, and other ancillary program spaces are distributed throughout the building.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Complete Design Development and Construction Documents.	N/A	N/A	N/A	1
Outcome	Board presentation and approval to proceed with construction of HDHQ	N/A	N/A	N/A	1

Performance Measures Descriptions

PM #1: Completion of design development drawings and construction documents for Health Dept Headquarters to meet project timelines.
 PM #2: Obtain MCC Board approval to proceed with construction of above and meet project schedule.

Legal / Contractual Obligation

IGA with Portland Development Commission (PDC) granting funds to the County for the subject project construction.
IGA with Portland Housing Bureau (PHB) granting property to the County for the subject project construction.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$0	\$67,791
Contractual Services	\$0	\$0	\$0	\$65,149,361
Materials & Supplies	\$0	\$0	\$0	\$234,000
Capital Outlay	\$0	\$45,139,000	\$0	\$0
Total GF/non-GF	\$0	\$45,139,000	\$0	\$65,451,152
Program Total:	\$45,139,000		\$65,451,152	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$16,900,000	\$0	\$16,948,460
Financing Sources	\$0	\$13,739,000	\$0	\$36,851,540
Beginning Working Capital	\$0	\$14,500,000	\$0	\$11,651,152
Total Revenue	\$0	\$45,139,000	\$0	\$65,451,152

Explanation of Revenues

FY2017 Revenues are:

- \$11,000,000 carryover from FY2016.
- \$16,948,460 to be received from Portland Development Commission at issuance of building permit.
- \$36,851,540 from county bond sale.

Future revenues expected are:

- \$ 9,300,000 to be received from Portland Development Commission in FY2018.
- \$ 5,000,000 (est.) from the sale of the McCoy Building

Significant Program Changes

Last Year this program was: FY 2016: 78018-16 Health Headquarters Construction

Addition of 3 floors and 57,500 square feet in order to relocate all functions from the McCoy Building. Funding necessary to accomplish this addition is included.

Department: County Assets **Program Contact:** Naomi Butler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Juvenile Justice Complex consumes almost 10% of the energy used in County-owned facilities. A significant portion of this energy use is for lighting a facility that has a 24 hour operation. The lighting equipment at JJC is outdated, consuming more energy each year, and is incurring increased maintenance costs for repairs. This offer proposes energy savings initiatives to reduce energy consumption and costs.

Program Summary

County leadership requested Facilities and Property Management to evaluate the economic viability of an Energy Savings Performance Contract (ESPC) to support the County's Climate Action Plan through potential investments in energy and water saving measures. The County executed an ESPC with Ameresco in March 2012, and performed a Technical Energy Audit of JJC as one of four buildings in the ESPC Project. The purpose was to: assess performance of existing buildings, identify utility savings opportunities, introduce applicable new technologies, and recommend viable capital investments that can be funded through the utility savings of the new system. The audit identified significant opportunities to save electricity by retrofitting or replacing lighting fixtures with modern technologies and providing DCJ staff with an improved work environment. This project has been reviewed by Facilities' maintenance staff and has been rated as a high priority from both an energy saving and operational saving perspective.

The Department of County Assets' Facilities and Property Management Division, developed a comprehensive lighting project at JJC that will modernize the lighting fixtures to include LED's where appropriate and retrofit existing fixtures throughout the facility with energy saving technology. The ESPC lighting project is supported with incentives from the Energy Trust of Oregon, and potentially the Oregon Department of Energy. Electricity expenses cost the Department of Community Justice over \$228,000 in FY 2015. This lighting project is guaranteed to reduce electrical consumption within the facility by 23%, and save DCJ over \$42,000 per year, making more funding available for direct County services. The project will yield a simple payback of less than 20 years depending upon incentive levels from the State, and will provide a safer environment within the detention facility.

This project will help support the County's Climate Action Plan, and is consistent with DCA's objectives to save County utility costs through conservation. When completed, the project will prevent 210 tons of carbon emissions from being put into the atmosphere each year.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Electric consumption for the Juvenile Justice Complex	2.7 million kwh	2.3 million kwh	2.8 million kwh	2.2 million kwh
Outcome	Maintain stable or reduce electricity expenses	\$227,000	N/A	\$228,000	\$186,000

Performance Measures Descriptions

PM #1- measures the electricity consumption utilized and charged in kilowatt hours (kwhs) used.
 PM #2- reflects efforts to maintain or reduce energy consumption even while rates are increasing.

Legal / Contractual Obligation

Require the negotiation of the Phase 2 of the Energy Savings Performance Contract.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$810,000	\$0	\$1,040,000
Total GF/non-GF	\$0	\$810,000	\$0	\$1,040,000
Program Total:	\$810,000		\$1,040,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$230,000
Financing Sources	\$0	\$810,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$810,000
Total Revenue	\$0	\$810,000	\$0	\$1,040,000

Explanation of Revenues

This program will carryover FY 2016 one-time only General Funds. Anticipate full installation of improvements first half of the 2017 fiscal year.

Significant Program Changes

Last Year this program was: FY 2016: 78055-16 ESPC - Juvenile Justice Complex Lighting

Revenue assumes \$80,000 from ETO Energy Trust Incentive and \$150,000 from ODE Energy Incentive Program

Department: County Assets

Program Contact: Naomi Butler

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

In FY 2014, the Multnomah County Sheriff's Office spent over \$400,000 in water/sewer expenses to serve inmates at the detention facility through kitchen services, cell lavatories, showers and laundry services. It is estimated that water rates will increase by up to 45% over the next few years. This program offer proposes water savings initiatives to reduce both the consumption and costs.

Program Summary

County leadership requested Facilities to evaluate the economic viability of an Energy Savings Performance Contract (ESPC) to support the County's Climate Action Plan through potential investments in energy and water saving measures. The County executed an ESPC with Ameresco in March 2012, and performed a Technical Energy and Water Audit of Inverness Jail as one of the four buildings evaluated. The purpose was to: assess performance of existing buildings, identify utility savings opportunities, introduce applicable new technologies, and recommend viable capital investments that can be funded through the utility savings of the new system. The audit identified significant opportunities to save water by retrofitting or replacing plumbing fixtures with modern technologies and providing MCSO staff with electronic controls. Inverness Jail consumes 28% of the water used in all County-owned facilities, and presents the first priority to address the rising cost of water in County Facilities.

The Department of County Assets, Facilities and Property Management Division has developed a comprehensive water savings project at Inverness Jail that will modernize the plumbing fixtures used by staff and inmates throughout the Jail, and also install controls that support improved water management and greater flexibility for staff. The ESPC is guaranteed to reduce water consumption within the jail by 44%, and save the Sheriff's Office at least \$196,000 per year in utility costs. This project will yield a simple payback of 7.6 years on the ~ \$1.5M investment.

In 2012, the Multnomah County Sheriff's Office launched the Sustainable Jails Project and has led the way in Oregon by creating equitable and sustainable operations in detention facilities. One of the many stated goals of the project is to reduce water consumption by 40% before 2020. This project will accomplish the Sheriff's goal, and is consistent with DCA's objectives to save County utility costs through conservation, and make more funds available for direct County services.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Water consumption in hundred cubic feet (ccf)	30,394	32,000	32,000	17,920
Outcome	Reduction in water usage and sewer fees	\$409,000	\$360,000	\$420,000	\$235,200

Performance Measures Descriptions

PM #1 Output-City of Portland meters water usage fee along with a sewer fee that is based upon consumption. 100 cubic feet (ccf) equates to 748 gallons of water. A reduction in ccf results in utility savings.

PM #2 Outcome-amount of utility savings achieved.

Legal / Contractual Obligation

Requires negotiation of Phase 2 of the Energy Savings Performance Contract.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$1,496,627	\$0	\$1,496,627
Total GF/non-GF	\$0	\$1,496,627	\$0	\$1,496,627
Program Total:	\$1,496,627		\$1,496,627	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,496,627	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$1,496,627
Total Revenue	\$0	\$1,496,627	\$0	\$1,496,627

Explanation of Revenues

This program will carry over FY 2016 one-time only carryover of General Funds. Completion of installation of improvements will occur in the first half of the 2017 fiscal year.

Significant Program Changes

Last Year this program was: FY 2016: 78056-16 ESPC-Inverness Jail - Water

Department: County Assets **Program Contact:** John Lindenthal
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This Program Offer is to restore the Yeon fueling station to full operation utilizing above-ground tanks. The old facility was decommissioned. This will provide a dedicated fuel resource for Multnomah County in the East County area. This will also ensure that County staff are able to effectively meet fuel consumption needs in order to perform mission critical activities during an emergency event.

Program Summary

Install two (2) 12,000 gallon above-ground fuel storage tanks (AST), one unleaded fuel and one diesel fuel, fuel dispensers with related hardware; install the safety and protection equipment, and fuel control and monitoring systems; and perform the work related to concrete and asphalt pavements, excavation, curbs and drive lanes, piping, drains, clean outs, fittings; electrical upgrades to meet the city, county and DEQ code and permits requirements; and provide Project Management, contingency and site improvements.

Yeon fueling station construction will be underway in FY2016 but the project will carry over into FY2017.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Successful project punch list completion.	N/A	N/A	N/A	100%
Outcome	Percent of operational Yeon fueling station with unleaded and diesel fuel completed	N/A	100%	100%	100%

Performance Measures Descriptions

Performance measure #1 - Successful project punch list completion.
 Performance Measure #2 - % of Yeon fueling station operational.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$80,000	\$0	\$80,000
Materials & Supplies	\$0	\$260,000	\$0	\$260,000
Capital Outlay	\$0	\$110,000	\$0	\$96,661
Total GF/non-GF	\$0	\$450,000	\$0	\$436,661
Program Total:	\$450,000		\$436,661	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$450,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$436,661
Total Revenue	\$0	\$450,000	\$0	\$436,661

Explanation of Revenues

This program is carrying over FY2016 one-time only General Funds.

Significant Program Changes

Last Year this program was: FY 2016: 78052-16 Yeon - AG Fuel Tanks Installation

Department: County Assets **Program Contact:** Naomi Butler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 78205-17
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer is for the development and execution of the strategy to relocate the Multnomah County Sheriff's Office (MCSO) Law Enforcement Division to an efficient, economical and sustainable facility appropriately sized and sited to deliver critical public safety services to the citizens of Multnomah County.

Program Summary

The Sheriff's office moved to its current location at the Hansen Building complex, corner of NE Glisan and NE 122ND Avenue in 1976. The Hansen Building was built in 1956 as a County health clinic. Due to the buildings infrastructural needs, seismic liability, inefficient layout, security challenges and the distance to the Sheriff's current service districts, it no longer meets the operational requirements of a modern law enforcement agency.

In FY 2015, Phase 1 of the project including the Project Plan and Programming was completed along with conceptual budget estimate to the Board followed as well as a request for approval for Phase 2 Project Delivery and Development Plan according to the FAC 1 Administrative Procedure. Phase 3 of the program will be a request for funding of the Design and Construction anticipated in 2017 based upon Board Approval.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Phase 1 completion with Preliminary Planning Proposal presented to Board of County Commissioners	0	100%	100%	100%
Outcome	Approval of FAC-1 authorizes Phase 2 Development of Project Plan	0	70%	70%	70%

Performance Measures Descriptions

PM #1--Phase 1 includes developing the programming requirements and options along with exploring development scenarios. Additionally, a conceptual budget estimate will be developed. This information will be presented to the Board of County Commissioners as the Preliminary Planning Proposal in alignment with the FAC-1 administrative procedure.

PM #2--Phase 2 work is pending approval of the Preliminary Planning Proposal by the Board of County Commissioners. Upon approval the team will move into Phase 2 and expect to complete 70% of the work related to that phase in FY2017.

Legal / Contractual Obligation

Contract #44000010000 with Shiels Obletz Johnsen, Inc. for Owner's Representative services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$0	\$3,973,411
Capital Outlay	\$0	\$500,000	\$0	\$1,417,355
Total GF/non-GF	\$0	\$500,000	\$0	\$5,390,766
Program Total:	\$500,000		\$5,390,766	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$500,000	\$0	\$5,390,766
Beginning Working Capital	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$500,000	\$0	\$5,390,766

Explanation of Revenues

- [A] This program offer will be funded with carryover of FY 2016 one-time-only General Fund, \$2,390,766, consists of:
- [1] Total \$2.7M in OTO from General Fund: \$1,200,000 Hansen Operations Relocation (OTO from General Fund in FY14) in 78059-16 (Hansen Relo) previous year. (Project CP08.11.08A) \$1,000,000 Hansen Reconfigure (OTO from General Fund in FY14) in 78007-16 (CIP) previous year. (Project CP08.14.17) \$500,000 Hansen Operations Relocation (OTO from General Fund in FY16) in 78059-16 (Hansen Relo) previous year. (Project CP08.11.08A)
 - [2] Minus project-to-date expenses consist of: (\$282,645) for Hansen Operations Relocation. (Project CP08.11.08A) and (\$26,589) for Hansen Reconfigure. (Project CP08.14.17).
- [B] Additional \$3,000,000 in new OTO from General Fund has also been added.

Significant Program Changes

Last Year this program was: FY 2016: 78059-16 Hansen Building Relocation

Significant program impact was the MCSO entered into a 10 year agreement with the City of Troutdale to 1) provide patrol services and 2) a lease agreement for the use of the Troutdale Public Community Center for County patrol operations.

Department: County Assets **Program Contact:** John Lindenthal
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer will improve how the Land Use and Transportation Planning Program provides services through redesign of the Yeon Annex building public counter, receptionist area and lobby to better meet the needs of clients, including those with physical disabilities.

Program Summary

This program offer includes demolition of the counter, removal of a dropped ceiling obstruction, installing carpeting inside the fire door, creating two, seated client service stations, adding wall sound baffling treatments and re-positioning the greeting receptionist. The redesign will remove barriers, provide improved customer service, and enhanced privacy and security which will allow the Program to serve all citizens safely and equitably.

Although the project will be well into construction in June 2016, the design phase of this project has taken longer than anticipated.

Funds are requested for carry-over to ensure we can complete the project as planned.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Successful project punch list completion	N/A	N/A	N/A	100%
Outcome	% of work complete to improve program service delivery by re-configuring Yeon Annex main lobby.	N/A	100%	70%	100%

Performance Measures Descriptions

PM #1 Successful project punch list completion.

PM #2 Percent of work completed to improved program service delivery by re-configuring Yeon Annex main lobby for better flow, function and customer service.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$100,000	\$0	\$136,288
Materials & Supplies	\$0	\$15,000	\$0	\$4,622
Capital Outlay	\$0	\$50,000	\$0	\$15,405
Total GF/non-GF	\$0	\$165,000	\$0	\$156,315
Program Total:	\$165,000		\$156,315	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$165,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$156,315
Total Revenue	\$0	\$165,000	\$0	\$156,315

Explanation of Revenues

This program offer will be funded through FY 2016 carryover of one-time only General Funds, \$49,500

Significant Program Changes

Last Year this program was: FY 2016: 78054-16 Yeon Annex - Reception and Lobby Redesign

Request funding to be carried over to complete project in FY2017

Department: County Assets **Program Contact:** Henry Alaman
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Department of Community Justice (DCJ) and the Facilities and Property Management Division (FPM) have identified the need to acquire an asset in a mid-county location that will consolidate four separate sites into a single County owned facility. This aligns with the County's Facilities Asset Strategic Plan to increase operational efficiencies, align departmental points of service with their client base and eliminate the lease risks associated with the existing leased facilities.

Program Summary

This program envisions the co-location of DCJ District Managers, seven Parole and Probation units, space for Teaming Partners, a client Resource Center, a Training Facility for Parole Officers, a Community Services support facility and convenient staff amenities including break areas, respite room, fitness room and showers. As part of the Facilities Strategic Asset Plan, the majority of these functions will be relocated from facilities with expiring leases or properties that the County is planning to reposition. Some functions will be relocated from the Mead Building to better serve the central Mid-County area.

Goals for this new mid-county facility include:

- Creating a campus environment that serves clients in a centrally located and easily accessible area
- Providing a community resource center
- Providing a safe and secure facility for staff, clients and neighbors
- Achieving cost efficiency by co-locating services
- Increasing efficiency of work areas in terms of hoteling and space utilization
- Supporting public transit and providing convenient transit connections for staff and clients

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Board presentation and approval of Purchase Sale Agreement (PSA)	N/A	N/A	N/A	1
Outcome	Board presentation and approval of FAC-1	N/A	N/A	N/A	1

Performance Measures Descriptions

- PM 1: Obtain BCC approval of PSA for the acquisition of real property
 PM2: Obtain BCC approval of FAC-1 authorizing major capital projects in excess of \$1 million

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$0	\$6,750,000
Total GF/non-GF	\$0	\$0	\$0	\$6,750,000
Program Total:	\$0		\$6,750,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$6,750,000
Total Revenue	\$0	\$0	\$0	\$6,750,000

Explanation of Revenues

\$7,500,000 OTO from County General Fund

Significant Program Changes

Last Year this program was:

N/A

Department: County Assets **Program Contact:** John Lindenthal
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted
Related Programs: MCSO PO 60047-17
Program Characteristics: One-Time-Only Request

Executive Summary

The detention electronics systems at MCDC have reached the end of their serviceable lives. They were last updated in 2004. This program offer funds analysis and the development of a project plan for upgrades.

Program Summary

Updating the MCDC detention electronics systems will provide uniformity in the programming and interface of electronic controls that are used in all County detention facilities. This will provide efficiency in training of County staff, equipment and software maintenance, and ongoing maintenance of the electronic controls in all County detention facilities.

DCA and MCSO will work together to perform analysis and develop a project plan for the detention electronics upgrade.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Completed Analysis and Project Plan	NA	NA	NA	1
Outcome	DCA project-component scope completed within defined timeline				100%

Performance Measures Descriptions

PM #1: Completed analysis and project plan documented with options, timelines and associated costs.
PM #2: DCA analysis and project planning scope completed and delivered per the approved timeline.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$0	\$100,000
Total GF/non-GF	\$0	\$0	\$0	\$100,000
Program Total:	\$0		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$100,000
Total Revenue	\$0	\$0	\$0	\$100,000

Explanation of Revenues

\$100,000 one-time-only from General Fund

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Rodney Chin

Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

This program offer is a carryover request, funding the Information Technology (IT) department's ability to support remote access from alternative work site locations. A recent Continuity of Operations Planning (COOP) exercise and an actual outage of multiple buildings identified the need for increased IT capacity for mobility and remote access to applications from alternate work sites. Current licensing and system capacity is inadequate to support this requirement.

Program Summary

This program offer supports two projects designed to increase IT capacity to accommodate alternate work locations in an event where COOP plans are activated - 1) increasing capacity and redundancy for remote access to systems and applications, and 2) increasing wireless network capacity and redundancy. The result is a reduced risk of staff not being able to perform their essential functions from identified alternate work site locations.

Project 1: The remote access VPN product has been selected and procured. Implementation, training and migration of users will start in FY2016 and extend into FY2017.

Project 2: The high-availability wireless network expansion project was completed in FY2016. At completion, the new system is able to support over three times the old systems' access point capacity with full system controller redundancy at two locations.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of licensing requirements met to support County access to VPN and wireless services.	N/A	100%	50%	100%
Outcome	Percent of VPN and wireless capacity and redundancy met as identified by the County's COOP plan.	N/A	100%	50%	100%

Performance Measures Descriptions

Output – This measure is designed to ensure VPN and wireless licensing meet the Continuity of Operations relocation requirements.

Outcome – This measure is designed to ensure VPN and wireless system capacity and redundancy meet the Continuity of Operations requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$350,000	\$0	\$114,630
Capital Outlay	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$350,000	\$0	\$114,630
Program Total:	\$350,000		\$114,630	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$114,630
Beginning Working Capital	\$0	\$350,000	\$0	\$0
Total Revenue	\$0	\$350,000	\$0	\$114,630

Explanation of Revenues

One time only general fund request carryover from FY 2015 OTO.

Significant Program Changes

Last Year this program was: FY 2016: 78019-16 IT Continuity of Operations

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$192,000	\$0	\$172,967
Contractual Services	\$0	\$3,150,125	\$0	\$3,567,302
Total GF/non-GF	\$0	\$3,342,125	\$0	\$3,740,269
Program Total:	\$3,342,125		\$3,740,269	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$3,740,269
Beginning Working Capital	\$0	\$3,342,125	\$0	\$0
Total Revenue	\$0	\$3,342,125	\$0	\$3,740,269

Explanation of Revenues

Unspent one time only revenues are carried into this fiscal year as beginning working capital through project completion.

Significant Program Changes

Last Year this program was: FY 2016: 78020A-16 IT Innovation & Investment Projects

Department: County Assets **Program Contact:** Gary Wohlers
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer carries over the remaining funds from the acquisition of the Session Initiation Protocol (SIP) to continue the rollout of the SIP solution in a multiple site configuration to eliminate the high risk, single point routing of calls through the unsupported Nortel system at the Courthouse. The remaining funds will also be used in FY2017 for the labor to disconnect circuits and decommission the retired Nortel system.

Program Summary

This program offer is a carry over request for the SIP circuit testing and conversion to production completion. SIP circuit testing continues and plans are in progress to convert the test SIP environment into production by the end of FY2016. SIP migration will extend into FY2017 as a phased transition. Small site VoIP conversions will be completed by the end of FY2016. Remaining RightFax migrations (required by the transition to VoIP) are also tracking to complete by the end of FY2016. Circuit disconnects and Nortel decommissioning will extend into FY2017.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Nortel single point of failure architecture transitioned from the Courthouse to a multi-site redundant configuration.	NA	100%	100%	100%
Outcome	Requirements for phone system redundancy and voice Continuity of Operations objectives are met.	NA	100%	100%	100%

Performance Measures Descriptions

These measures establish the target to eliminate the current single point of failure for call routing and meet appropriate redundancy and continuity of operations objectives.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$0	\$138,789
Materials & Supplies	\$0	\$325,000	\$0	\$26,369
Total GF/non-GF	\$0	\$325,000	\$0	\$165,158
Program Total:	\$325,000		\$165,158	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$165,158
Beginning Working Capital	\$0	\$325,000	\$0	\$0
Total Revenue	\$0	\$325,000	\$0	\$165,158

Explanation of Revenues

This program is carrying over one-time resources from the County General Fund.

Significant Program Changes

Last Year this program was: FY 2016: 78020B-16 IT Network Convergence

Funding being carried over into FY2017 for the completion of SIP implementation and the labor for circuit disconnects and Nortel decommissioning.

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The IT Planning, Projects, and Portfolio Management offer focuses on the processes, procedures, and tools necessary to support the successful management of strategic IT projects. The program also includes oversight of the one-time-only Board of County Commissioners approved projects, as well as ensuring project management standards and processes are in place across the Department of County Assets Division of Information Technology.

Program Summary

The program includes the staff responsible for developing and implementing industry standards for managing IT projects, especially high-risk capital projects. Skilled project managers provide the hands-on expertise needed to successfully manage risk and complete these projects following adopted project management practices. This program coordinates and manages the quarterly strategic planning and review process. The quarterly planning process ensures that the right resources are focused on the strategic IT projects within the County. The output from these meetings is shared with departmental leaders countywide. The program also includes contract/vendor/partner management for outsourcing and/or intergovernmental agreements associated with strategic projects. In FY 2015, the full IT Project Portfolio consisted of 262 projects active during the course of the year and 170 projects that were completed during the year. The Planning, Projects, and Portfolio Management group maintains a County Operations Strategic Technology Portfolio consisting of approximately 20 of the highest priority projects across the County. Progress on the projects within this portfolio are reported and shared monthly through the County's intranet.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Maintain ratio of planned to unplanned work	70-30	70-30	67-33	70-30
Outcome	Number of strategic reports shared with leaders improving transparency.	4	4	4	4
Outcome	Percent of strategic projects completed on time per project schedules	79%	90%	70%	80%

Performance Measures Descriptions

Output- Designed to ensure that project management staff are working on planned projects. Outcome #1- Designed to ensure that information concerning strategic IT projects are consistently shared with County leadership. Provides transparency to IT work. Outcome #2- This measure is designed to measure one element of project success, and help ensure that resources are applied to the most strategic projects. In FY 16, several projects will complete outside of the planned schedule due to changes in scope and vendor related issues.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,604,131	\$0	\$1,789,246
Contractual Services	\$0	\$50,000	\$0	\$40,000
Materials & Supplies	\$0	\$182,875	\$0	\$195,055
Internal Services	\$0	\$100	\$0	\$500
Total GF/non-GF	\$0	\$1,837,106	\$0	\$2,024,801
Program Total:	\$1,837,106		\$2,024,801	
Program FTE	0.00	11.00	0.00	11.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,837,106	\$0	\$2,024,801
Total Revenue	\$0	\$1,837,106	\$0	\$2,024,801

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2016: 78021-16 IT Planning, Projects & Portfolio Management

No significant changes.

Department: County Assets

Program Contact: Dan Gorton

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Help Desk program offer provides a single point of contact for computer system troubleshooting, information, mobile device support and technical assistance. It supports County staff in furthering their goals to serve the citizens of Multnomah County. Friendly and professional staff provide support, track service requests, answer questions, offer informal instruction, resolve problems or escalate them to other IT teams.

Program Summary

Help Desk Services provides support and proactive diagnosis of computer equipment and software issues for over 5,000 employees and business partners. By focusing on first call resolution of problems, such as inability to access 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. The Help Desk provides support of mobile devices in use by county staff. Mobile support includes setup and delivery of mobile phones, support while using county mobile devices and management of mobile phones in the county's mobile management tool. Services are provided 24x7, 365 days a year to ensure that customer needs are addressed in a timely manner to enable county employees to 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 provides support and help for internal IT functions such as the Applications, Desktop, Data Center, and Administration groups. The Help Desk averages 2,500 customer tickets per month. Of those tickets, an average of 61% are resolved at the Help Desk. The other 39%, that are not able to be resolved at the Help Desk, are escalated to Level 2 IT support for resolution.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of customer tickets processed	28,799	34,000	30,000	30,000
Outcome	Percent of total calls to the Help Desk that are abandoned	4.3%	5%	5%	5%
Outcome	Calls resolved at the Help Desk	62.14%	60%	60%	60%

Performance Measures Descriptions

Output Measure - Tracks the number of tickets created on an annual basis.

Outcome Measure – Percent of calls to the Help Desk that are abandoned. This should be between 0-5 percent.

Outcome Measure - Percent of calls resolved at the Help Desk without requiring escalation.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$856,214	\$0	\$868,925
Contractual Services	\$0	\$0	\$0	\$90,000
Materials & Supplies	\$0	\$7,800	\$0	\$14,015
Total GF/non-GF	\$0	\$864,014	\$0	\$972,940
Program Total:	\$864,014		\$972,940	
Program FTE	0.00	7.30	0.00	7.30

Program Revenues				
Other / Miscellaneous	\$0	\$864,014	\$0	\$972,940
Total Revenue	\$0	\$864,014	\$0	\$972,940

Explanation of Revenues

County IT service costs are allocated to departments based on usage and services received.

Significant Program Changes

Last Year this program was: FY 2016: 78022-16 IT Help Desk Services

No significant changes.

Department: County Assets

Program Contact: Rodney Chin

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Telecommunications program manages all voice and video communication services for over 5,000 County and partner employees. The services provided by this program facilitate communication with citizens, business partners, and employees.

Program Summary

The County maintains an enterprise voice system that processes over 25,000 incoming calls and voicemails 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. Telecom is responsible for supporting phones and applications for over 5,000 customers across all County locations. Telecom works closely with Departments to identify communication needs and then implement technologies to address them. Key services supported by this program include all County call centers, such as the Mental Health Crisis line. Large projects coordinated by Telecom include office relocations, new facility provisioning, and remodeling. Telecom also manages the acquisition, configuration, and maintenance of video conferencing units at multiple locations. These are used heavily by the State Courts, Department of Community Justice, and Public Defenders.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average time (in hrs) to respond to high priority incidents	1	1	1	1
Outcome	High priority incidents resolved within 12 hours	99%	98%	98%	98%

Performance Measures Descriptions

Output Measure - High priority incidents are problems that cause service disruptions. This measure is designed to ensure problems reported to the Help Desk are logged, assigned and dispatched to technicians as a priority.

Outcome Measure - Measures the amount of time required to resolve high priority incidents. This measure is designed to ensure support teams respond in a timely manner to high priority incidents.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$687,557	\$0	\$720,980
Materials & Supplies	\$0	\$1,741,390	\$0	\$1,612,649
Internal Services	\$0	\$10,434	\$0	\$10,500
Total GF/non-GF	\$0	\$2,439,381	\$0	\$2,344,129
Program Total:	\$2,439,381		\$2,344,129	
Program FTE	0.00	5.00	0.00	5.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,194,533	\$0	\$2,138,834
Service Charges	\$0	\$244,848	\$0	\$205,295
Total Revenue	\$0	\$2,439,381	\$0	\$2,344,129

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2016: 78023-16 IT Telecommunications Services

No significant changes.

Department: County Assets **Program Contact:** Tony Dornbusch

Program Offer Type: Internal Service **Program Offer Stage:** As Adopted

Related Programs:

Program Characteristics:

Executive Summary

The Mobile Device Expense Management program centralizes the management of all wireless voice and data communications for approximately 4,500 County employees. The services provided by this program facilitate communication with citizens, business partners, and employees. This group contracts, purchases, provisions, tracks, and oversees the usage and payment for wireless (cellular) devices and the related services for the County. This includes cell phones, pagers, tablet computers, smart phones, and aircards.

Program Summary

The County maintains approximately 1,600 wireless devices. This group works closely with Departments to identify wireless communication needs then set standards for devices and service plans to address these needs. This program coordinates the acquisition of all cellular devices as well as the provisioning of the cellular services for these devices, also known as mobile devices. This group works closely with IT, Desktop and Security, as well as Departments to identify mobile communication needs then sources and/or negotiates the services for delivery to internal County customers.

In addition to managing risk, a primary goal of this program is to reduce the overall cost of mobile devices and services by 10% over similar costs from the prior fiscal year. The initial baseline for this measure was set at the end of fiscal year 2013 and is based upon total overall expenses translated into an average cost per minute metric. The implementation of the Telecom Expense Management system was completed in FY 2015. The average cost per minute metric has been re-baselined to establish the ongoing benchmark for future comparison. The total overall costs include personnel and non-personnel expenses plus the costs for all wireless services.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	% of processed new and replacement mobile device requests including audit of carrier records for exceptions	99%	99%	99%	99%
Outcome	Reduce overall cost over prior year	8%	4%	4%	2%

Performance Measures Descriptions

Output - Program will process 99% of all new and replacement mobile device requests and will audit carrier records for any exceptions not ordered by program.

Outcome - Reduce overall cost of mobile devices and related services (per device) over similar costs from the prior fiscal year.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$109,012	\$0	\$132,566
Materials & Supplies	\$0	\$870,007	\$0	\$925,402
Total GF/non-GF	\$0	\$979,019	\$0	\$1,057,968
Program Total:	\$979,019		\$1,057,968	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Other / Miscellaneous	\$0	\$979,019	\$0	\$1,057,968
Total Revenue	\$0	\$979,019	\$0	\$1,057,968

Explanation of Revenues

This program offer is funded via the collection of a monthly service fee charged to each wireless device holder of record. The service fee is collected through the IT Internal Service Rate collection process.

Significant Program Changes

Last Year this program was: FY 2016: 78024-16 IT Mobile Device Expense Management

No significant changes.

Department: County Assets

Program Contact: Rodney Chin

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Network Services 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, data centers, and to external networks. The Security group is focused on cybersecurity functions associated with protecting the County's information assets.

Program Summary

WAN Services designs, implements and manages the secure data network infrastructure that connects County buildings and provides access to the Internet and County applications. Network infrastructure and services include routing and switching, firewall management, IP address management, monitoring, and incident management. This program implements wireless access and manages remote access (VPN) 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 Security program is responsible for instituting appropriate cost-effective safeguards to provide reasonable assurance around the security of Multnomah County's IT information assets. The security team achieves this through policy development, audit and compliance monitoring, incident response and investigations, system monitoring, identity and access management, encryption and antivirus as well as education and awareness.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	County WAN sites network availability 24 x 7, excluding scheduled maintenance	99.9%	99.9%	99.9%	99.9%
Outcome	County workstations with security antivirus agent installed with current virus signatures	95%	95%	95%	95%

Performance Measures Descriptions

Output Measure - This measure is designed to ensure Network availability. County WAN sites connected to the network using DSL and school-based health clinics are not included in the performance measure.

Outcome Measure - This measure is designed to minimize the impact of cybersecurity incidents involving county computers.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,916,001	\$0	\$2,117,635
Contractual Services	\$0	\$70,000	\$0	\$70,000
Materials & Supplies	\$0	\$2,394,705	\$0	\$2,586,600
Internal Services	\$0	\$600	\$0	\$1,000
Capital Outlay	\$0	\$70,000	\$0	\$100,000
Total GF/non-GF	\$0	\$4,451,306	\$0	\$4,875,235
Program Total:	\$4,451,306		\$4,875,235	
Program FTE	0.00	12.00	0.00	12.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,434,006	\$0	\$4,853,235
Service Charges	\$0	\$17,300	\$0	\$22,000
Total Revenue	\$0	\$4,451,306	\$0	\$4,875,235

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics. Service charge revenue of \$22,000 from external clients.

Significant Program Changes

Last Year this program was: FY 2016: 78025-16 IT Network Services

No significant changes.

Department: County Assets

Program Contact: Dan Gorton

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Desktop Services program offer supports desktops, laptops, tablets, smartphone's, printers, multifunction device vendor management, iPads and other personal computing devices. This includes hardware and software procurement, installation, upgrades, maintenance, asset management and proper disposal of all devices. Remote and on-site support are provided to improve user (customer) productivity.

Program Summary

Desktop Services manages over 6,000 county devices (desktops, laptops, tablets, printers, multifunction devices, iPhones, iPads and other personal computing devices). PCs for public use in the libraries, assessment & taxation and land use planning are also support to provide citizens with access to view public records on-line. The desktop team is responsible for life cycle management (renewal and replacement), software upgrades and inventory management for all desktop devices. Desktop support staff follow best practices for standardization resulting in faster performance, reliability, better stability and greater security. They are also an escalation point for Help Desk ticket resolution. The Desktop Services team actively researches new technology to improve services and reduce the County's carbon footprint. This team also performs support for the County's computer training rooms.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Desktop device moves are completed 90% on time for requests received 5 days prior to move date	90%	90%	90%	90%
Outcome	New hire devices installed and functional on emp start date on requests rcvd 5 days prior to start day.	90%	90%	90%	90%

Performance Measures Descriptions

Output Measure - This measures moves of county staff desktop devices during moves from one county location to another
 Outcome Measure - This measures our ability to have new hire desktops ready when they arrive to work on their first day

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,825,379	\$0	\$1,992,373
Contractual Services	\$0	\$70,000	\$0	\$70,000
Materials & Supplies	\$0	\$166,790	\$0	\$171,510
Internal Services	\$0	\$8,404	\$0	\$16,500
Total GF/non-GF	\$0	\$2,070,573	\$0	\$2,250,383
Program Total:	\$2,070,573		\$2,250,383	
Program FTE	0.00	16.10	0.00	17.10

Program Revenues				
Other / Miscellaneous	\$0	\$2,070,573	\$0	\$2,250,383
Total Revenue	\$0	\$2,070,573	\$0	\$2,250,383

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2016: 78026-16 IT Desktop Services

No significant changes.

Department: County Assets

Program Contact: Gary Wohlers

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Multnomah County has made a significant financial investment in our technology infrastructure. This program provides for the lifecycle management and replacement of outdated, unsupported, broken or damaged IT assets allowing the county to spread the cost of the equipment replacements over multiple years. It also enables IT to better keep pace with rapidly changing technology in the technology industry.

Program Summary

This program supports the IT asset management lifecycle replacements for desktop and laptop computers, smartphones, iPads/Tablets, monitors, desktop software, network router and switching equipment, telephones, data center servers and storage, printers, copiers and other output devices. It also supports the acquisition and disposition of decommissioned hardware in a safe and environmentally friendly manner. Currently, the refresh schedule for laptops is three years and desktops is four years. The County looks for opportunities to assist the local community via donating operational retired equipment via Free Geek and local public schools, e.g. Portland Public Schools.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percentage of personal computer devices replaced according to replacement schedule (IT.Hardware)	40%	100%	74%	95%
Outcome	Asset database quality: Accuracy and completeness	85%	99%	98%	98%

Performance Measures Descriptions

Output Measure - This measure tracks how many desktop and laptop devices are replaced according to the replacement schedule.

Outcome Measure - Measures the effectiveness of the asset database(s) for quality for accuracy and completeness.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$0	\$148,438
Materials & Supplies	\$0	\$2,458,066	\$0	\$2,532,222
Capital Outlay	\$0	\$531,107	\$0	\$1,033,469
Total GF/non-GF	\$0	\$2,989,173	\$0	\$3,714,129
Program Total:	\$2,989,173		\$3,714,129	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,617,741	\$0	\$2,471,503
Beginning Working Capital	\$0	\$371,432	\$0	\$1,242,626
Total Revenue	\$0	\$2,989,173	\$0	\$3,714,129

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2016: 78027-16 IT Asset Replacement

No significant changes.

Department: County Assets

Program Contact: Bob Leek

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

IT Health and Human Services Application Services provides reliable, effective software systems for the Health Department (72 systems) and Department of County Human Services (79 systems). The wide variety of services focus on increasing and improving delivery of technology to provide higher value to departments and constituents. This program improves the delivery of County services through automating business operations, providing easy access to information, and supporting health care transformation in Multnomah County.

Program Summary

Services include managing requests for IT services and ensuring they are well-defined, prioritized and scheduled in alignment with departmental and county needs. Also, understanding and defining operational needs, recommending effective innovative solutions and designing, building, testing, and implementing the selected solutions. The program continues maintaining, supporting and sustaining existing systems through improved life-cycle planning, project governance and resource accountability.

Strategies include: 1) freeing up IT resource hours by tracking hours, analyzing data and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests; 2) leveraging County resources by maintaining, supporting and/or reusing existing systems; 3) evaluating Countywide departmental needs to leverage systems and prevent redundancy, and using Total Cost of Ownership to make informed IT investment decisions. Strategies will result in increased IT resources available for higher value projects.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	80%	70%	80%	65%
Outcome	Percentage point increase in employee hours spent on planned work	15%	10%	0%	10%

Performance Measures Descriptions

Output Measure - Employee hours spent on planned versus unplanned work: 65% planned/35% unplanned. This includes available work time (excludes time for training, holidays, vacation). Planned work provides better customer value, as work can be targeted toward high priority activities.

Outcome Measure - The percentage increase in planned work versus unplanned work calculated from the Current Year Purchased

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$3,446,610	\$0	\$3,959,160
Contractual Services	\$0	\$980,354	\$0	\$574,383
Materials & Supplies	\$0	\$159,763	\$0	\$142,980
Internal Services	\$0	\$600	\$0	\$0
Total GF/non-GF	\$0	\$4,587,327	\$0	\$4,676,523
Program Total:	\$4,587,327		\$4,676,523	
Program FTE	0.00	20.80	0.00	22.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,587,327	\$0	\$4,830,463
Total Revenue	\$0	\$4,587,327	\$0	\$4,830,463

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2016: 78028-16 IT Health & Human Services Application Services

No significant changes.

Department: County Assets

Program Contact: Mark Lyen

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

IT Public Safety Application Services provides reliable, effective software systems for Community Justice, Decision Support System for Justice (DSSJ) (3 systems) and the Sheriff's Office. The wide variety of services provided require focus on increasing and improving delivery of technology to provide higher value to departments and constituents while adequately performing activities as required to keep current systems available through improving application life-cycle planning, project governance and prioritization, and resource accountability.

Program Summary

This Program Offer improves the delivery of County services through automating business operations and integrating information between public safety partners.

Services include managing customer relationships; capturing, prioritizing 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.

This program ensures that requests are well-defined, prioritized and scheduled in alignment with department and County priorities. Strategies include: 1) freeing up IT resource hours to focus on new project requests by tracking hours and analyzing data, evaluating existing applications 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 3) using Total Cost of Ownership to make informed IT investment decisions. These strategies will result in increase in IT resources available for higher value projects that will move County business strategies forward.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	58%	65%	60%	65%
Outcome	Percentage point increase in time spent on planned projects	3%	5%	2%	5%

Performance Measures Descriptions

Output Measure - Employee hours spent on planned versus unplanned work: 65% planned/35% unplanned. This includes available work time (excludes time for training, holidays, vacation). Planned work provides better customer value, as work can be targeted toward high priority activities.

Outcome Measure - The % increase in planned work versus unplanned work calculated from the Current Year Estimate.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$2,697,745	\$0	\$2,860,553
Contractual Services	\$0	\$84,000	\$0	\$1,033,000
Materials & Supplies	\$0	\$134,059	\$0	\$86,264
Internal Services	\$0	\$332	\$0	\$366
Total GF/non-GF	\$0	\$2,916,136	\$0	\$3,980,183
Program Total:	\$2,916,136		\$3,980,183	
Program FTE	0.00	17.00	0.00	18.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,916,136	\$0	\$3,980,183
Total Revenue	\$0	\$2,916,136	\$0	\$3,980,183

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2016: 78029-16 IT Public Safety Application Services

No significant changes.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,254,555	\$0	\$1,581,660
Contractual Services	\$0	\$86,849	\$0	\$0
Materials & Supplies	\$0	\$79,874	\$0	\$63,367
Total GF/non-GF	\$0	\$1,421,278	\$0	\$1,645,027
Program Total:	\$1,421,278		\$1,645,027	
Program FTE	0.00	5.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,421,278	\$0	\$1,645,027
Total Revenue	\$0	\$1,421,278	\$0	\$1,645,027

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2016: 78030-16 IT General Government Application Services

No significant changes.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,871,845	\$0	\$1,923,291
Contractual Services	\$0	\$0	\$0	\$169,727
Materials & Supplies	\$0	\$335,891	\$0	\$633,823
Internal Services	\$0	\$249	\$0	\$0
Capital Outlay	\$0	\$70,000	\$0	\$70,000
Total GF/non-GF	\$0	\$2,277,985	\$0	\$2,796,841
Program Total:	\$2,277,985		\$2,796,841	
Program FTE	0.00	11.60	0.00	11.60

Program Revenues				
Other / Miscellaneous	\$0	\$2,277,985	\$0	\$2,642,901
Total Revenue	\$0	\$2,277,985	\$0	\$2,642,901

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2016: 78031-16 IT Data & Reporting Services

No significant changes.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,524,487	\$0	\$1,535,779
Materials & Supplies	\$0	\$742,803	\$0	\$467,054
Internal Services	\$0	\$100	\$0	\$0
Total GF/non-GF	\$0	\$2,267,390	\$0	\$2,002,833
Program Total:	\$2,267,390		\$2,002,833	
Program FTE	0.00	10.00	0.00	9.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,267,390	\$0	\$2,002,833
Total Revenue	\$0	\$2,267,390	\$0	\$2,002,833

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2016: 78032-16 IT SAP Application Services

No significant changes.

Department: County Assets **Program Contact:** Chris Clancy
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Enterprise Web Services provides reliable services used across departmental boundaries—serving all County lines of business. These services include Google Apps for Government, public websites (i.e. multco.us, multcopets.org and multcolib.org) and internal websites (i.e. commons.multco.us and learns.multco.us). In total, this program supports over 30 applications used internally and by the public.

Program Summary

Enterprise and Web Application Services include managing customer relationships; capturing and prioritizing IT service requests; understanding and defining business needs; designing, building, implementing, and maintaining innovative software and reporting systems; managing vendor systems and relationships; maintaining and enhancing legacy systems.

Enterprise 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.

Enterprise Web Services include web platform support and maintenance, Google Apps for Government administration and integration support, and support for specific web systems including the public website, the MC Library's public site, the Intranet (Multco Commons) and the Learning Management System (Multco Learns). A focus has been made on using open source tools (i.e. Drupal) and innovative hosting solutions on Amazon Web Services to save on costs to the County.

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	51%	55%	53%	55%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	NA	2%	2%	2%

Performance Measures Descriptions

Output Measure - Employee hours spent on planned versus unplanned work: 55% planned/45% unplanned. This includes available work time (excludes time for training, vacation, holidays). Planned work provides better customer value, as work can be targeted toward high priority activities.

Outcome Measure - The percentage increase in planned work versus unplanned work.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$1,983,347	\$0	\$2,336,711
Contractual Services	\$0	\$50,000	\$0	\$100,000
Materials & Supplies	\$0	\$956,695	\$0	\$1,086,800
Internal Services	\$0	\$300	\$0	\$0
Total GF/non-GF	\$0	\$2,990,342	\$0	\$3,523,511
Program Total:	\$2,990,342		\$3,523,511	
Program FTE	0.00	13.40	0.00	15.40

Program Revenues				
Other / Miscellaneous	\$0	\$2,990,342	\$0	\$3,523,511
Total Revenue	\$0	\$2,990,342	\$0	\$3,523,511

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2016: 78033-16 IT Enterprise and Web Application Services

Department: County Assets

Program Contact: Bob Leek

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

This program offer provides staff dedicated to coordinating the Library's growing and complex technology environment. Library Application Services provides strategic technology guidance and project coordination to the Library. The team works closely with County IT professionals to ensure that resources are applied to the highest priority work.

Program Summary

Library Application Services includes understanding and defining business needs, recommending effective and innovative technology solutions, coordinating and implementing projects. This team provides direction to County IT staff for Library web application support and customer consulting. The key to effectively providing these services is meeting common cross department needs and identifying new opportunities, while concurrently standardizing services and platforms in order to provide a low total cost of ownership for the Library.

The Application Service team is working closely with the Library to complete the first-ever MakerSpace at the Rockwood Library Branch in the east county area. The new space, geared towards teens, girls, and others in the area near the branch, will provide the public with tools, equipment, and expertise in a number of technology areas, including 3D Printing, software design, and mobile device applications. In addition, innovations in programming for library services will be tried in the new flexible space to set the stage for wider adoption in other libraries. The Application Service team is also expanding its work in developing web-based and mobile device-based applications for patrons of the library.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	NA	55%	50%	55%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	NA	5%	5%	5%

Performance Measures Descriptions

Output Measure - Employee hours spent on planned versus unplanned work: 55% planned/45% unplanned. This includes available work time. Planned work provides better customer value, as work can be targeted toward high priority activities.

Outcome Measure - Increase the the amount of hours spent on planned work vs unplanned work.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$154,566	\$0	\$258,854
Materials & Supplies	\$0	\$9,081	\$0	\$19,410
Total GF/non-GF	\$0	\$163,647	\$0	\$278,264
Program Total:	\$163,647		\$278,264	
Program FTE	0.00	1.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$163,647	\$0	\$278,264
Total Revenue	\$0	\$163,647	\$0	\$278,264

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2016: 78034-16 IT Library Application Services

Department: County Assets

Program Contact: Bob Leek

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

This program offer accounts for shared expenses of the IT Division. It includes repayment of bonds issued for the Network Convergence project and the Data Center Relocation project, facilities and Administrative Hub costs, software licensing and maintenance costs for identified enterprise systems, and the budget for IT trainers that work in the County's Talent Development group in the Department of County Management.

Program Summary

This program provides a central accounting location for costs that accrue to the IT Division as a whole. Facility charges for the division's two primary locations (in the Multnomah and Lincoln Buildings), debt service charges for funds borrowed for the Network Convergence and Data Center Relocation projects, the cost of IT trainers supported by the IT organization to provide IT training and consultation countywide are also budgeted in this program offer, and software licensing and maintenance costs for four systems used throughout the County (Team Budget, Multco Marketplace, NeoGov, and Telecom Expense Management).

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Timely repayment of borrowed funds.	100%	100%	100%	100%
Outcome	Revenue collection is accurate and timely.	100%	95%	95%	95%

Performance Measures Descriptions

Output Measure - the accounting process to track repayment of borrowed funds passes through this program offer. Timely reconciliation of the amounts is required to accurately reflect ongoing expenses and remaining balances.

Outcome Measure - the accounting process to track the incoming revenue tied to this program offer requires accurate and timely processing to support periodic reporting of remaining balances.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$497,363	\$0	\$683,225
Materials & Supplies	\$0	\$525,401	\$0	\$578,351
Internal Services	\$0	\$4,393,320	\$0	\$5,071,851
Unappropriated & Contingency	\$0	\$869,510	\$0	\$884,510
Total GF/non-GF	\$0	\$6,285,594	\$0	\$7,217,937
Program Total:	\$6,285,594		\$7,217,937	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,401,084	\$0	\$6,333,427
Beginning Working Capital	\$0	\$884,510	\$0	\$884,510
Total Revenue	\$0	\$6,285,594	\$0	\$7,217,937

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2016: 78035-16 IT Shared Operating Expenses

No significant changes.

Department: County Assets **Program Contact:** Gary Wohlers
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Data Center Operations and Technical Services provide the hardware, software installation, maintenance, troubleshooting, and the technical and operational support for all County computing and printing systems. These systems provide critical services to citizens and must be maintained in a highly available, secure and recoverable environment. This program includes 24x7x365 operation of the data centers with Operations and Technical Service staff supporting restoration of services during disruptions 24x7.

Program Summary

Data Center Operations and Technical Services provide hardware and software management, server system maintenance, software upgrades, problem resolution, server, storage and print management, asset tracking and after-hours support for all County business systems running in the data center(s). This program also provides vendor management for data center hardware and software systems. Included in this offer are the Technical Services staff who provide software and hardware architecture design, planning, acquisition, installation and capacity planning for computer room hardware. Additional services provided by this program are data backup, restoration services, disaster preparedness, storage management, emergency response, print queue management, desktop scripting and physical data center security. The primary data center is located in the East County Courts facility. A secondary data center is located in a leased facility in Hillsboro and provides the capability for server and storage expansion and disaster recovery.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of recovery data available off site and refreshed at least once every 24 hours.	99%	99%	99%	99%
Outcome	Percent of production system scheduled availability for hardware and operating systems	99%	99%	99%	99%

Performance Measures Descriptions

Output Measure - ensures that backup data is available offsite on disk or tape 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.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$3,945,060	\$0	\$3,978,375
Contractual Services	\$0	\$6,700	\$0	\$7,200
Materials & Supplies	\$0	\$922,879	\$0	\$1,022,230
Total GF/non-GF	\$0	\$4,874,639	\$0	\$5,007,805
Program Total:	\$4,874,639		\$5,007,805	
Program FTE	0.00	25.75	0.00	24.75

Program Revenues				
Other / Miscellaneous	\$0	\$4,874,639	\$0	\$5,007,805
Total Revenue	\$0	\$4,874,639	\$0	\$5,007,805

Explanation of Revenues

County IT service costs are allocated to departments based on usage and services received.

Significant Program Changes

Last Year this program was: FY 2016: 78036-16 IT Data Center & Technical Services

No significant changes.

Department: County Assets **Program Contact:** Bob Leek

Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This Program Offer is a carryover request. Several aspects of the County's cybersecurity components are in process of being addressed. The efforts include replacement of the County's obsolete firewall (the primary network defense system that protects the County from external cyber threats); replacement of the end of life email security monitoring and archiving service; development of a County security awareness training program; and implementing tools dedicated to the management of data and systems in the cloud.

Program Summary

Several efforts were initiated in FY2016. The firewall analysis and re-architecture plan was completed. Vendor product demos, final product selection, procurement and implementation will be completed in FY2017.

Security improvement work and vulnerability remediation for a critical business system was completed in FY2016.

The email security monitoring and archiving projects have completed the vendor demo and product selection phase. The contracting phase is underway and will be completed in FY2016, with the purchase and implementation of the selected products completed in FY2017.

Efforts planned for FY2017 include a security awareness training program for the County staff and procuring and implementing tools dedicated to the management and monitoring of our systems in the "cloud" and in our physical data center.

County staff are both our front line of defense as well as the last mile in our protection strategy. The security awareness program is a resource that will educate our staff on not only what they can do to reduce malicious activity, but also how to detect and resist attacks. Over the past few years, County IT has made a strategic decision to embrace a "cloud-first" strategy. As we move data between systems internally and externally, we need to be able to identify and classify data hosted in these environments, then monitor to identify malicious activity or anomalous behavior and provide scalable protections for those activities.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	% of project completion for firewall, email archiving and retention	N/A	75%	40%	100%
Outcome	Firewall system is supported by vendor and patches are up to date.	N/A	100%	100%	100%

Performance Measures Descriptions

PM #1 Output - This measure is designed to ensure a secure, redundant firewall system is fully implemented and operational.

PM #2 Outcome - This measure is designed to ensure our firewall system is patched at their current levels.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$0	\$1,091,197
Materials & Supplies	\$0	\$1,155,000	\$0	\$175,413
Capital Outlay	\$0	\$570,000	\$0	\$0
Total GF/non-GF	\$0	\$1,725,000	\$0	\$1,266,610
Program Total:	\$1,725,000		\$1,266,610	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,725,000	\$0	\$1,266,610
Total Revenue	\$0	\$1,725,000	\$0	\$1,266,610

Explanation of Revenues

This program will use FY 2016 one-time only General Funds.

Significant Program Changes

Last Year this program was: FY 2016: 78037-16 Cyber Security

The ongoing nature of changes in the threats to our cybersecurity capabilities require identifying those threats and establishing mitigation plans related to those vulnerabilities. The initial work identified for FY2016 is under way, and new items have been identified and will be addressed with in FY2017. Continued vigilance and planning are expected as an ongoing component of this program offer. Requesting FY2016 carryover to continue the project completions in FY2016.

Department: County Assets
Program Offer Type: Existing Operating Program
Related Programs:
Program Characteristics: One-Time-Only Request

Program Contact: Bob Leek
Program Offer Stage: As Adopted

Executive Summary

Assessment and implementation for the replacement of the legislatively mandated CRIMES case management system, Adult and Juvenile modules. The current system is 15 years old and the underlying technology has become outdated and prohibitively expensive to maintain. The IT Division will work in conjunction with the MCDA to implement a new system.

Program Summary

The CRIMES case management system has been functioning as an electronic computer application since its creation in 1982. The current iteration consists of two modules (CRIMES Juvenile and CRIMES Adult) and has long surpassed its expected technical lifespan, with the current modules having provided solid and dependable case tracking and management to the Multnomah County District Attorney's Office since its purchase 15 years ago. Technology capabilities have advanced considerably and continued modification of the underlying obsolete technology has become cost prohibitive. Along with increasingly prohibitive licensing costs, the current system is contributing to delays in the timely pursuit of prosecution of crime and public safety. The purpose of this funding request is to implement new technology that will modernize the case management system, thereby ensuring speedy prosecution while reducing operating costs.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Successful project completion based on agreed upon scope, timeline, and budget.	N/A	N/A	N/A	100%
Outcome	Creation and implementation of a set of project plans (schedule, cost, and quality) for the replacement of the e	N/A	N/A	N/A	100%
Quality	Assignment of dedicated project manager to ensure appropriate oversight and project management	N/A	N/A	N/A	1

Performance Measures Descriptions

Output Measure: This project is expected to be complete within the fiscal year. The scope, timeline, and budget at completion will be evaluated against the agreed upon schedule, budget, and deliverables.

Outcome Measure: The success of the project is dependent on the set of project plans.

Quality Measure: A dedicated project manager will be assigned to this project to manage the scope, timeline, budget, resources. This position is required to help ensure success.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$100,000	\$0	\$1,574,456
Total GF/non-GF	\$0	\$100,000	\$0	\$1,574,456
Program Total:	\$100,000		\$1,574,456	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$100,000	\$0	\$1,574,456
Total Revenue	\$0	\$100,000	\$0	\$1,574,456

Explanation of Revenues

This program offer will use one-time only General Funds

Significant Program Changes

Last Year this program was: FY 2016: 78058-16 CRIMES Replacement Assessment

Partial FY2016 funding will be carried over and the program has expanded to include the purchase and implementation of the technology solution.

Department: County Assets

Program Contact: Garret Vanderzanden

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs: 78401

Program Characteristics:

Executive Summary

Fleet Services provides vehicle and equipment purchasing and maintenance services, including offering transportation and related support services that are responsive to the needs of all agencies throughout Multnomah County.

Program Summary

The County owns and operates over 700 units of vehicles, equipment, and other related rolling stock. Fleet Services focuses on collaborative relationships with county agencies to ensure coordinated service delivery with minimal business interruptions.

Fleet Services provides a full suite of fleet related services including, but not limited to:

- Policy and operational procedure development and implementation;
- Inventory management; regulatory compliance; customer consultation and advice;
- Preventive maintenance; emission inspections; and towing;
- Coordinated vendor repairs; equipment fabrication and modification specialty work;
- Scheduled, unscheduled and emergency in-shop and field repairs;
- Warranty/recall management and support; and failure analysis;
- Fuel management (onsite/offsite); tire repair/replacement (onsite/offsite); and cleaning;
- Driver safety, risk, liability, and accident claims management.

Maintenance services are provided internally at the county's Yeon Shop facility and for the downtown Portland vehicles, maintenance is provide via an IGA with the City of Portland at their Kerby facility.

Fleet Services, through the Fleet Vehicle Replacement program (program offer #78401-17), continues to invest in hybrid and electric vehicle technologies.

Fleet Services' efforts continue to contribute to the 2015 Climate Action Plan carbon emissions reduction activities related to Local Government Operations, including: 19K fuel efficiency standards; 19L electric and plug-in hybrid vehicles; 19G reduce waste. This is achieved through continued turnover of the County Fleet to take advantage of increasing fuel efficiency on traditional fuel options, expanding the use of hybrid vehicle technology, and ongoing evaluation of increasing our Electric Vehicle fleet. Fleet is also exploring a change in use of traditional diesel fuels to decrease overall carbon emissions.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of billable Hours as a % of total hours	70	70%	71%	72%
Outcome	Percent of vehicles out of service less than 48 hrs	46%	55%	45%	55%
Quality	Percent of Customers Rating Service as Excellent	90	90%	93%	90%

Performance Measures Descriptions

PM #1: Output - Billable Hours is a measure of productivity that evaluates how much of our Fleet Technician's time is spent working on vehicles/equipment.

PM #2: Outcome - Vehicles out of service is a measure that looks at the % of vehicles and equipment returned to programs in 48 hrs or less.

PM #3: Quality - Customer Satisfaction is a measure as reported on comment cards provided to customers.

Legal / Contractual Obligation

Current IGA with City of Portland for maintenance and repair services for County Fleet assets in the Portland downtown corridor.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$965,560	\$0	\$1,024,536
Contractual Services	\$0	\$602,546	\$0	\$526,590
Materials & Supplies	\$0	\$1,904,380	\$0	\$1,713,330
Internal Services	\$0	\$809,254	\$0	\$970,207
Capital Outlay	\$0	\$0	\$0	\$70,000
Unappropriated & Contingency	\$0	\$423,418	\$0	\$22,780
Total GF/non-GF	\$0	\$4,705,158	\$0	\$4,327,443
Program Total:	\$4,705,158		\$4,327,443	
Program FTE	0.00	9.90	0.00	9.90

Program Revenues				
Other / Miscellaneous	\$0	\$3,899,111	\$0	\$3,962,443
Interest	\$0	\$0	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$350,000
Service Charges	\$0	\$28,000	\$0	\$15,000
Total Revenue	\$0	\$3,927,111	\$0	\$4,327,443

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 FY 2017 charge rates. The FY 2017 budget has been developed based on FY 2015 cumulative charges.

Significant Program Changes

Last Year this program was: FY 2016: 78039-16 Fleet Services

Department: County Assets**Program Contact:** Garret Vanderzanden**Program Offer Type:** Internal Service**Program Offer Stage:** As Adopted**Related Programs:** 78400**Program Characteristics:****Executive Summary**

Vehicle replacement planning is provided as an interdependent function within Fleet Services (program offer #78400-17). The key objective is to administer the life-cycle replacement schedule and collection of replacement funds on assigned vehicles and equipment (capital expenditures). This service is responsible for keeping county agencies supplied with vehicle and equipment options that support their core operational missions.

Program Summary

Fleet Services, through the Fleet Vehicle Replacement program, provides the following services:

- Collects and manages the funding for future replacement of vehicles and equipment;
- Specifies, bids, awards, receives, inspects, prepares for service, and assigns replacement vehicles and equipment;
- Administers the vehicle and equipment re-sale program (surplus disposal), using revenue received to offset future vehicle and equipment purchases;
- Establishes and administers the life-cycle replacement schedule used to determine collection of replacement funds on assigned vehicles and equipment. The collected funds are used to buy new vehicles after the predetermined years of life are met;
- Collaborates with county agencies to evaluate the following elements when considering purchase of a new or replacement vehicle or piece of equipment: vehicle utilization (miles driven/time of operation); agency operational needs; current working condition of vehicle; vehicle downtime and predicted future repair costs; safety; and sustainability;
- Ongoing evaluation of opportunities for electric and hybrid vehicles when purchasing new vehicles.

The Fleet Vehicle Replacement Program is the primary contributing factor to the following areas in the Local Government Operations component of the 2015 Climate Action Plan:

- 19K-Develop a County fleet strategy that incorporates carbon emission reduction, electric vehicle and low-carbon transportation fuel goals;
- 19L-Purchase electric, plug-in hybrid and hybrid vehicles whenever they meet the user's needs. Include installation of electric charging stations where appropriate.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of vehicles and equipment on delayed replacement	15%	10%	10%	10%
Outcome	Surplus gross vehicle and equipment sales revenue as % of purchase	29%	15%	20%	20%
Output	Number of replacement Gap Vehicles Purchased	16	13	15	0

Performance Measures Descriptions

- Output - Vehicles and Equipment on Delayed Replacement is based on the % of vehicles that have gone beyond the date established for purchasing a replacement.
- Outcome - Surplus Gross Vehicle/Equipment Sales Revenue as % of Purchase Price looks at the revenue we receive when we dispose of Fleet capital assets.
- Output - Replacement Gap Vehicles Purchased is tracking of vehicles purchased related to FY14 Program Offer 78031.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$134,129	\$0	\$0
Capital Outlay	\$0	\$4,763,999	\$0	\$5,965,054
Total GF/non-GF	\$0	\$4,898,128	\$0	\$5,965,054
Program Total:	\$4,898,128		\$5,965,054	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,677,160	\$0	\$1,832,300
Interest	\$0	\$19,000	\$0	\$20,000
Beginning Working Capital	\$0	\$3,728,902	\$0	\$4,112,754
Total Revenue	\$0	\$5,425,062	\$0	\$5,965,054

Explanation of Revenues

Vehicles and equipment are placed on an established life-cycle replacement schedule. Replacement funds are collected on a monthly basis from programs with assigned vehicles and equipment and aggregated until specified useful life has been met. Proceeds from vehicle sales are returned to the Fleet fund to offset future replacement costs. One-time only revenue was received in FY14, Program Offer #78031, to bridge a replacement funding gap for aging vehicles in the Fleet. This money, \$1.2M, was to be spent over a 3 year period, FY 2014-FY 2016, and is on track to be spent by end of FY16.

Significant Program Changes

Last Year this program was: FY 2016: 78040-16 Fleet Vehicle Replacement

Department:	County Assets	Program Contact:	Andrez Posada
Program Offer Type:	Internal Service	Program Offer Stage:	As Adopted
Related Programs:	78400		
Program Characteristics:			

Executive Summary

The Motor Pool program provides shared vehicles for single trip or short-term use available to employees of all County Departments. The program meets customer expectations by monitoring daily usage and vehicle availability while also offering sustainable transportation options such as hybrid and electric vehicles.

Program Summary

There are three Motor Pool sites located around the County to help programs manage their short-term business transportation needs as well as managing a vendor that supports the downtown County employee's transportation needs. A variety of vehicle types are available for use: sedans, light trucks, passenger and cargo vans, and specialty equipment. The program operates through a reservation and per-hour charge back system with an overhead charge. The purpose of the centrally managed Motor Pool is to eliminate underutilized assigned vehicles and reduce private mileage reimbursement costs, thereby supporting departmental travel needs with ease of use and efficient administration.

The Motor Pool Program supports the Local Government Operations component of the 2009 Climate Action Plan, action 18-6 "...meet minimum fleet fuel efficiency standards and use low-carbon fuels.", through the standardization of the Motor Pool vehicle inventory with fuel efficient vehicles such as Nissan Leaf EV's and Toyota Prius Hybrids.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Motor Pool trips	16,093	15,500	16,200	16,500
Outcome	Vehicle availability	99%	99%	99%	99%

Performance Measures Descriptions

Output: Motor pool trips is a estimated number of trips (capacity) required to meet customer business transportation needs. Outcome: Vehicle availability is a measure of ability to supply vehicles for those needs. The two measures determine the optimal size of the motor pool. FY 17 is a transition year for the Motor Pool Program, expect new performance measures for next years Program Offer Performance.

Legal / Contractual Obligation

With the implementation of the third party CarShare program, the County will have ongoing contractual liabilities for the CarShare (alternative motor pool) services that are consumed. These liabilities only exist as long as the services are being consumed.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$153,059	\$0	\$176,925
Contractual Services	\$0	\$2,239	\$0	\$82,457
Materials & Supplies	\$0	\$39,931	\$0	\$452,101
Internal Services	\$0	\$56,253	\$0	\$111,914
Capital Outlay	\$0	(\$7,835)	\$0	\$0
Unappropriated & Contingency	\$0	\$24,185	\$0	\$5,359
Total GF/non-GF	\$0	\$267,832	\$0	\$828,756
Program Total:	\$267,832		\$828,756	
Program FTE	0.00	2.00	0.00	2.25

Program Revenues				
Other / Miscellaneous	\$0	\$483,820	\$0	\$828,256
Service Charges	\$0	\$35,125	\$0	\$500
Total Revenue	\$0	\$518,945	\$0	\$828,756

Explanation of Revenues

The program is funded by hourly service charges collected through the Fleet Fund with an overhead charge based on the percentage of usage. Internal service reimbursement estimates are based on historical data and current service levels.

Significant Program Changes

Last Year this program was: FY 2016: 78041-16 Motor Pool

With the sale of our primary Motor Pool site at 530 SW 2nd Avenue, a pilot program was tested to simulate a transition to a new model of using a vendor to support the County's downtown transportation needs rather than replacing the motor pool location with an expensive external parking lot solution. The pilot was successful and all of the downtown based transportation needs have been shifted to the vendor as of December, 2015. We are currently in the process of clarifying how our program will change and using FY 2017 as a transition year.

Department: County Assets **Program Contact:** Andrez Posada
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

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.

Program Summary

Distribution Services effectively manages County resources and minimizes service delivery costs by:

1. Central coordination of a complex and multifaceted system of distribution logistics across more than 95 County locations. Distribution Services moves a wide variety of items every day, via fixed routes and/or on-demand, including: U.S. Mail, Health Department patient care items, County records, interoffice mail, recyclables, and operational equipment and supplies. In addition, Distribution Services seamlessly coordinates with other governments throughout the Portland metropolitan region and the Willamette Valley to send and deliver interoffice mail in a manner that saves on postage and enhances intergovernmental communication and workflow.
2. Management of a multi-jurisdictional contract for presort services. This maximizes available postage discounts for all partners by pooling the mail to be presorted prior to delivery to the US Post Office. These savings are further enhanced by centralized metering of U.S. Mail, ensuring accuracy, timeliness of delivery, lower cost single-point pickup for mail services partners, and the reduction of county-wide meter maintenance costs. Distribution Services also maintains county-wide mail services contracts (for example, in folding/insertion, addressing and metering) that lower departmental costs for tax mailings, license renewals, and other projects.
3. Partnering with the USPS to ensure accurate and up to date information on mailing standards in an increasingly complex and changing environment. Distribution Services shares that expertise by providing clear instruction and training to County employees on existing and proposed USPS standards, ensuring efficient mailings that maximize available savings.
4. Serving a vital role in emergency preparedness for Multnomah County. Distribution Services is a component of the Receipt, Stage and Storage Center.

These efforts contribute to the Climate Action Plan activities related to local government operations, item number 18-8.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of pieces of mail processed.	1,311,197	895,000	1,400,000	1,400,000
Outcome	Miles driven per citizen complaint.	32,353	18,324	16,809	16,809
Input	Number of mail stops on dedicated routes.	187	248	173	175

Performance Measures Descriptions

PM #1 OUTPUT - The number of pieces of mail processed is a measure of customers' transactional business mailing needs.

PM #2 OUTCOME - Miles driven per citizen complaint captures how well the employees are presenting themselves while driving a County vehicle out in the field. The current internal goal for FY 2016 is 16,809 miles (or 4 complaints or less as a group) per complaint. As of February 2016 we only have one complaint for FY16.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$578,710	\$0	\$579,476
Contractual Services	\$0	\$10,000	\$0	\$3,025
Materials & Supplies	\$0	\$956,099	\$0	\$671,186
Internal Services	\$0	\$262,407	\$0	\$280,755
Capital Outlay	\$0	\$61,500	\$0	\$293,689
Unappropriated & Contingency	\$0	\$181,504	\$0	\$106,600
Total GF/non-GF	\$0	\$2,050,220	\$0	\$1,934,731
Program Total:	\$2,050,220		\$1,934,731	
Program FTE	0.00	6.85	0.00	6.60

Program Revenues				
Other / Miscellaneous	\$0	\$1,433,633	\$0	\$1,513,554
Interest	\$0	\$5,000	\$0	\$0
Beginning Working Capital	\$0	\$592,353	\$0	\$331,000
Service Charges	\$0	\$95,724	\$0	\$90,177
Total Revenue	\$0	\$2,126,710	\$0	\$1,934,731

Explanation of Revenues

Distribution Services is funded by a charge system through the Distribution Fund. Service reimbursements are based on delivery stops, mail processed, and special services requested.

Significant Program Changes

Last Year this program was: FY 2016: 78042-16 Distribution Services

No significant program changes.

Department: County Assets

Program Contact: Garret Vanderzanden

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Records Management Program provides a full suite of records services, managing and safeguarding the information assets of the county through identification, classification, appraisal, storage, tracking, digital preservation planning, and confidential destruction.

Program Summary

Records Management is the professional practice of managing records throughout their life cycle, a series of discrete phases that carries a record from creation to destruction. This work includes identifying, classifying, appraising, storing, securing, preserving, retrieving, tracking, and disposing of county records in accordance with state and federal retention and privacy regulations and industry best practices. The program provides a full suite of records services, including planning for the management and safeguarding of the information assets of the county, regardless of digital or analog format, in compliance with Oregon Administrative Rule 166-030-0016. The program is staffed by three professional records managers/archivists and two Records Administration Assistants. The Records Officer serves the state-mandated role, also functioning as the lead worker.

The primary functions of the program include, but are not limited to:

- Administration of HP Records Manager (HPRM), an electronic document and records management system, including implementation and maintenance of user accounts in other county agencies for use as a system for document management and inactive electronic records storage;
- Records Center services, including storage/retrieval of inactive records and secure destruction of physical records;
- Historic archives development and preservation, including research and reference services for customers within and outside of the county;
- Retention scheduling across all departments, as required by state and federal regulation, and by county code;
- Records management consulting and training;
- and providing the Locating Records service, primarily through the program's public facing website.

These efforts contribute to the Climate Action Plan activities related to local government operations, item 19G, due to ongoing consultation with other programs to enable use of retention- and preservation-compliant electronic records systems.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Records Retrievals and Interfiles (Record Actions) Performed on Behalf of Customers	7,103	10,000	5,000	5,000
Outcome	Percentage Increase of Reference and Referral Requests Compared to Previous Fiscal Year	36.2%	50.0%	0.0%	30.0%
Output	Cubic Feet of Boxes, Microfilm Rolls, Maps and Plans Maintained in Records Center and Archives	52,781	56,468	54,789	55,202

Performance Measures Descriptions

Measure 1: Decrease in this measure is due to a statistic change in the new software system, which does not quantify refiles or track errant requests for records that are already destroyed.

Measure 2: Combination of in-person, telephone, and website statistics. Expected to increase with improved online content.

Measure 3: Physical Records Center holdings expected to decrease, though historic archives holdings (and electronic inactive records holdings. not captured here) expected to increase.

Legal / Contractual Obligation

ORS 192 and OAR 166 outline public records mandates for the Records Officer, microfilm, imaging, storage, retention, access and disposition. Executive Rule 301 assigns the retention schedule function to the Records Management program. Chapter 8.500 of the County Code defines additional responsibilities and obligations of the Records Management program.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$483,721	\$0	\$509,516
Contractual Services	\$0	\$128,000	\$0	\$31,500
Materials & Supplies	\$0	\$65,618	\$0	\$37,450
Internal Services	\$0	\$448,627	\$0	\$496,467
Capital Outlay	\$0	\$0	\$0	\$75,896
Unappropriated & Contingency	\$0	\$101,390	\$0	\$60,570
Total GF/non-GF	\$0	\$1,227,356	\$0	\$1,211,399
Program Total:	\$1,227,356		\$1,211,399	
Program FTE	0.00	5.20	0.00	5.20

Program Revenues				
Other / Miscellaneous	\$0	\$972,503	\$0	\$1,073,399
Beginning Working Capital	\$0	\$178,363	\$0	\$138,000
Total Revenue	\$0	\$1,150,866	\$0	\$1,211,399

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 FY2015.

Significant Program Changes

Last Year this program was: FY 2016: 78043-16 Records Management

No significant program changes.

Department: County Assets

Program Contact: Tony Dornbusch

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Countywide Strategic Sourcing is part of the Department of County Assets (DCA) Administrative Services Hub and focuses services on holistic (County-wide) data driven strategic planning to define and drive improved Strategic Sourcing, Procurement and Contract Administration outcomes. This unit works collectively with the other DCA Administrative Service Hub units to deliver services to both departments and divisions supported by DCA and across the entire County.

Program Summary

This offer focuses on the development, implementation, oversight and direct delivery of the strategic sourcing practices across the County. This organizations reports to the Manager of Strategic Sourcing, Procurement and Contract Administration, who reports to the Director of DCA.

The program includes Strategic Sourcing Analysts and Strategic Sourcing Data Analyst in order to provide strategy, leadership, practice development, oversight and monitoring, detailed spend analysis, strategic sourcing plans and compliance analysis/oversight for hundreds of contracts and millions of dollars each year.

This program is responsible for addressing the strategic sourcing needs of all County Departments across all commodities and types of transactions, which includes commercial, personal services, construction, lease, software, technology goods and services, maintenance and repair, and architectural services. Support also includes collaboration with departmental partners in the review of Administrative Procedures, policies and the implementation of best practices as necessary, in support of strategic sourcing initiatives.

Strategic Sourcing is the practice of taking a holistic approach to the selection and sourcing of goods and services necessary to an organization's operations. This effort includes several key tenets or procurement best practices: (1) Consolidating spend across all buyers with a small number of supplier partners so that the best prices can be achieved, (2) Considering the total lifecycle cost of a product and service (not just the purchase price) when making a procurement decision, (3) Building mutually beneficial strategic partnership relationships with key suppliers, (4) Leveraging the capabilities and services of supplier partners to reduce internal operating costs, and (5) Leveraging technology to reduce operating costs, better manage spend and achieve better prices.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Strategic Sourcing Initiatives undertaken and completed	0	8	8	8
Outcome	Percent of goods available from and purchased via Multco MarketPlace	37%	41%	42%	45%

Performance Measures Descriptions

Output - Strategic Sourcing Initiatives undertaken and completed reflects the implementation rate of the County's Strategic Sourcing practices, which improve strategic purchases.

Outcome - Percentage of annual goods purchased via the County's Multco MarketPlace indicates the volume of spending that has been driven to the eMarketplace where contracts and controls are in place for all available purchases.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. State Qualified Rehabilitation Facilities laws are enforced via purchasing through the Multco MarketPlace.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$437,155	\$0	\$450,077	\$0
Materials & Supplies	\$13,290	\$0	\$5,000	\$0
Internal Services	\$46,143	\$0	\$44,920	\$0
Total GF/non-GF	\$496,588	\$0	\$499,997	\$0
Program Total:	\$496,588		\$499,997	
Program FTE	3.40	0.00	3.40	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is funded in the General Fund. A portion of the costs are recovered through the county's indirect cost allocation plan.

Significant Program Changes

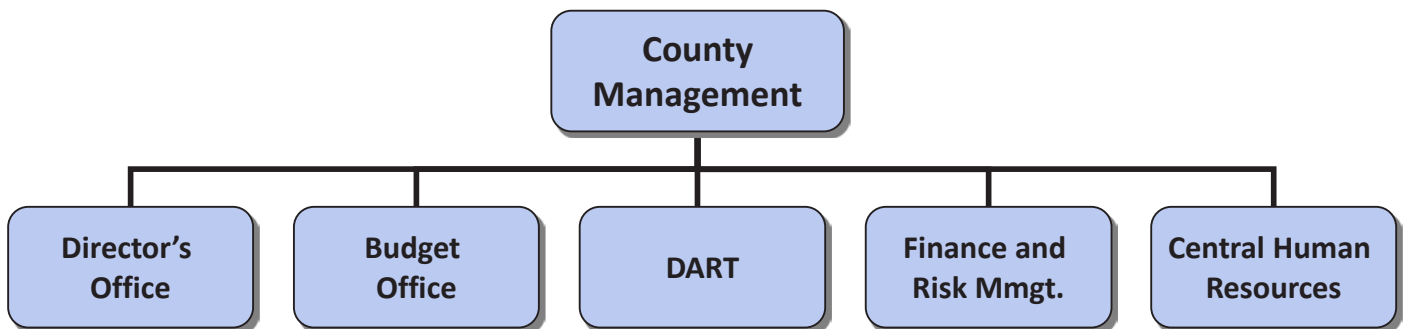
Last Year this program was: FY 2016: 78044-16 Countywide Strategic Sourcing

No significant changes.

Department Overview

The Department of County Management (DCM) is responsible for collecting, protecting and investing Multnomah County’s financial and human capital. The department hires and trains the county’s workforce, pays the county’s bills and safeguards the county’s funds. The divisions of Finance and Risk Management, Central Human Resources, and Central Budget work with the Chair and across county departments under the supervision of the Chief Operating Officer (COO) to set county-wide corporate policies aimed at protecting county assets, reducing financial risk and preserving the ability of the county to serve the community. The Division of Assessment, Recording and Taxation maintains property records and assessments, and collects property taxes, the primary source of General Fund revenue.

DCM provides administrative services and guidance to all county departments. DCM also supports the Chair, Commissioners and other elected officials with high-level forecasts and analysis of policy impacts and opportunities. The COO, the Chief Financial Officer (CFO), the Budget Director and the Human Resources Director work closely with the Chair, County Attorney and Chief Information Officer (CIO) to ensure strong and consistent management of day-to-day county operations.



Budget Overview

The Department of County Management’s budget is \$160.7 million and has 252.85 FTE in all funds. This is an increase of \$12.1 million or 8.1% over the FY 2016 Adopted Budget. Budgeted positions have increased by 6.25 FTE.

The General Fund budget has increased by \$4.7 million (11.4%) to \$45.9 million. Other Funds have increased by \$7.4 million. The largest category of expenditures is in materials and supplies at \$105.9 million. This is mostly budgeted in the Risk Fund for medical and dental insurance costs. Risk Fund expenditures in this category have increased by \$8.2 million due to rate changes and countywide FTE increases. Capital Outlay of \$2.4 million is from A Home for Everyone Capital Investments (72041).

The following programs are funded on a one-time-only basis:

- DART County Clerk Carryover (72025B), \$164,000.
- Tax Title Affordable Housing (72040), \$2,500,000.
- A Home for Everyone Capital Investments (72041), \$7,400,000.

Budget Trends	FY 2015	FY 2016	FY 2016	FY 2017	
	<u>Actual</u>	<u>Current</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
		<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	
Staffing FTE	239.10	246.60	246.60	252.85	6.25
Personnel Services	\$26,460,212	\$27,766,479	\$29,925,703	\$30,660,458	\$734,755
Contractual Services	6,298,127	12,746,301	15,821,657	16,469,086	647,429
Materials & Supplies	89,129,648	93,973,574	97,663,903	105,948,396	8,284,493
Internal Services	5,062,158	5,255,677	5,256,089	5,263,396	7,307
Capital Outlay	<u>59,411</u>	<u>19,132</u>	<u>0</u>	<u>2,400,000</u>	<u>2,400,000</u>
Total Costs	\$127,009,556	\$139,761,163	\$148,667,352	\$160,741,336	\$12,073,984

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

Successes and 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:

- The Budget Office Evaluation and Research Unit issued and analyzed the countywide employee survey and evaluated Central HR initiatives.
- Central Human Resources implemented paid parental leave administration. Central Human Resources is also leading a county-wide project to align key aspects of the selection process with values and best practices to achieve a diverse, talented workforce; increase transparency; streamline processes; and improve the overall candidate experience.
- Finance & Risk Management General Ledger section successfully implemented GASB 68 (accounting and financial reporting for pensions). The Accounts Payable section now offers a new prepaid debit card payment method as an employee payroll alternative. Central Purchasing completed a year long project aimed at increasing the County's stewardship of surplus goods. Since FY 2015, the project has processed more than 131,000 pounds of surplus property with a non-cash releasing value of \$394,000.
- DART worked with the Chair and the legislature to amend ORS 275.275, which changed the distribution of net proceeds from sales of tax foreclosed properties to support funds for housing placement and retention support services for youth and families with children, flexible rental assistance to place youth and families with children into housing, and funds to develop new low income housing.

DCM faces a number of opportunities and challenges in the coming year. Our strong departments and decentralized infrastructure create a challenging environment for the implementation of corporate policy. DCM continues to work to improve communication, relationships and understanding between central policy makers and department administration and leadership.

The county supports a market based pay structure and as salaries in the market fluctuate, departments are faced with difficult recruitment and retention issues. The generally rising costs of infrastructure, employment, and the county's payments to PERS put pressure on leadership to remain disciplined and planful as we venture into a future certain to bring change to our climate, our economy and our technology.

Diversity and Equity

DCM believes that a strong and healthy county begins with an equitable and diverse workforce and community. To achieve that goal, the following work is underway.

The Budget Office Evaluation and Research Unit, in coordination with the Office of Diversity and Equity, is working on several projects, including a pay equity classification review, an evaluation of job applicant patterns, and a qualitative review of terminations.

Central Human Resources is partnering with the Office of Diversity and Equity to provide technical assistance in applying the Equity and Empowerment Lens to policies and practices and to provide a range of classes related to diversity and equity.

The Economic Development program is working with local financial institutions and foundations to leverage the county's investment dollars to support under-served and vulnerable populations.

The Fiscal Compliance group is providing guidance to small non-profit human service contractors in complying with federal rules and regulations.

DART participates in the Office of Diversity and Equity College to County internship program, providing work experience to six interns in the coming year. The county has successfully recruited former interns into permanent positions within the county, securing a bright future for the organization.

Budget by Division

Division Name	FY 2017 General Fund	Other Funds	Total Division Cost	Total FTE
DCM Director's Office	\$8,182,869	\$0	\$8,182,869	4.00
Budget Office	2,348,360	0	2,348,360	13.00
Finance and Risk Management	8,483,545	8,962,685	17,446,230	60.50
Central Human Resources	4,070,573	101,803,266	105,873,839	35.35
Division of Assessment, Recording & Taxation (DART)	<u>22,796,038</u>	<u>4,094,000</u>	<u>26,890,038</u>	<u>140.00</u>
Total County Management	\$45,881,385	\$114,859,951	\$160,741,336	252.85

Director's Office

The Director's Office is home to the County's Chief Operating Officer (COO) who also serves as the DCM Department Director. The COO is responsible for the administrative infrastructure and financial health of the overall organization, provides project management and direction for county-wide projects and insures that complex decisions are informed by a countywide perspective.

The Director's Office works with DCM divisions, departments, elected officials and staff to establish operational priorities and policy objectives. The directors of the Department of County Human Services, Health Department, Department of County Assets, Department of Community Services and Department of Community Justice are supervised by the COO, providing a crucial link between corporate policy setters and department implementers.

Significant Changes

DCM has budgeted \$7.4 million carryover in one-time program funds in "A Home for Everyone Capital Investments" (72041) in support of housing development objectives and allocations for leasing and purchasing properties for shelter and housing, in support of "a Home for Everyone", a community wide initiative to end homelessness, led collaboratively by Multnomah County, the City of Portland, Home Forward, the City of Gresham, local nonprofits and local donors. This investment will support the production goal of 135 housing units, and provide up to 190 shelter beds.

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 their priorities. It 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 countywide budget process, evaluates county policies and operations, and recommends redirection of policy or resources.

The Budget Office is responsible for the following:

- Preparing the annual budget, budget in brief, and associated documents;
- Financial forecasting and budget projections;
- Ad hoc analysis for County Management and the Chair's Office; and
- Countywide research and evaluation.

Staff 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 policy and fiscal matters; identify and resolve financial problems; and support county labor relations in collective bargaining and cost analysis.

Significant Changes

Responsibility for internal budget support to the Department of County Management was transferred from the budget office to the Division of Assessment, Recording and Taxation Administration unit during FY 2016. This results in a transfer of 1.00 FTE.

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, investments and debt issuance, issues payroll checks, conducts fiscal compliance activities and manages the contracting process. 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 Economic Development program leverages existing county programs and policies to enhance the competitiveness of local businesses and increase the economic success of all county residents.

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 every year for the past 31 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 Finance and Risk Management programs strive for innovative solutions.

Significant Changes

Payroll and Retirement Services (program offer 72007) reclassified an Office Assistant 2 position to a Finance Technician and increased the FTE from 0.50 to 1.00. The position handles employment verifications, payroll filings and supports the payroll taxes and PERS processing.

Central Human Resources

The Central Human Resources Division is driven by its strategic plan mission: "Through leadership and collaborative partnerships, we foster organizational excellence, ensure equity and provide strategic human resources services to attract, develop, and sustain a diverse and talented workforce."

The Central Human Resources division provides strategic leadership, recommends policy, 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 ensures HR processes are aligned with county-wide goals and oversees evaluation of HR contributions to organizational effectiveness. Central Human Resources manages the following services and systems to support employees, managers as well as the business needs of the county:

- 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;
- Employee Benefits and Wellness programs

Significant Changes

The Privacy Officer program for HIPAA and Privacy Rule compliance was moved to the County Attorney's Office for FY 2017.

Division of Assessment, Recording and Taxation (DART)

The Division of Assessment, Recording and Taxation (DART) collects and distributes approximately \$1.5 billion in annual property taxes on behalf of all Multnomah County taxing districts, while ensuring that all property is valued and taxed fairly and accurately. DART performs the statutorily required functions of Tax Assessor, Tax Collector and certain County Clerk functions including Recording, Marriage Licenses, Domestic Partnership Registrations, Passports 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 approximately 344,000 property tax accounts, calculates tax levies, certifies the tax roll for collection, collects and processes property tax payments, and distributes property taxes to over 60 taxing districts. The Division provides responsive customer service, maintains ownership records and property descriptions, records over 148,000 documents, issues over 7,700 marriage licenses and domestic partnership registrations, processes over 8,700 passport applications and responds to 110,000 inquiries and serves 55,000 walk-in customers.

Significant Changes

For FY 2017, six positions have been reallocated to manage an increasing workload throughout DART, affecting tax title, customer service, passport application processing and recording. Customer Service alone has experienced over a 50% increase in the number of passport applications and photos prepared, year over year, along with a general increase in all work-related activities for this section. Consistent with this trend, DART's Appraisal Sections have processed over \$2 billion in new assessed value resulting in approximately \$40 million in new tax revenue.

Effective January 1, 2016, ORS 275.275 was amended to direct the distribution of proceeds from sales of real property acquired by foreclosure of a delinquent tax lien, net of approved expenses, to the County's general fund. The Tax Title Affordable Housing program (72040) includes \$2.5 million for the development of low income housing that is affordable to youth and families with children with 30 percent or lower median family income.

Pending retirements of long-term DART employees speak to not only the quality and diversity of our work environment but a requirement to focus on knowledge management. An effort has begun to utilize county tools in addressing the challenges of these retirements. College-to-County is an indispensable DART strategy which will continue with 6 interns for the coming year.

Department of County Management

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 2017 General Fund	Other Funds	Total Cost	FTE
DCM Director's Office					
72000	DCM Director's Office	\$498,061	\$0	\$498,061	2.00
72013	Capital Asset Strategic Planning	284,808	0	284,808	2.00
72041	A Home for Everyone Capital Investments	7,400,000	0	7,400,000	0.00
Budget Office					
72001	Budget Office	2,348,360	0	2,348,360	13.00
Finance and Risk Management					
72002	FRM Accounts Payable	771,788	0	771,788	7.10
72003	FRM Chief Financial Officer	1,459,150	212,979	1,672,129	3.95
72004	FRM General Ledger	1,019,374	0	1,019,374	9.00
72005	FRM Purchasing	2,280,561	0	2,280,561	19.00
72006	FRM Property & Liability Risk Management	0	3,845,985	3,845,985	1.50
72007	FRM Payroll/Retirement Services	897,175	0	897,175	8.45
72008	FRM Treasury and Tax Administration	1,882,497	0	1,882,497	4.00
72009	FRM Worker's Compensation/Safety & Health	0	4,620,766	4,620,766	6.50
72010	FRM Recreation Fund Payment to Metro	0	102,640	102,640	0.00
72011	FRM Economic Development	173,000	180,315	353,315	1.00
Central Human Resources					
72016	Central HR Administration	1,473,696	0	1,473,696	5.63
72017	Central HR Services	1,800,877	0	1,800,877	10.60
72018	Central HR Labor Relations	796,000	58,082	854,082	4.85
72019	Central HR Unemployment	0	954,320	954,320	0.15
72020	Central HR Employee Benefits	0	100,790,864	100,790,864	14.12

County Management

fy2017 adopted budget

Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
Division of Assessment, Recording and Taxation (DART)					
72023	Div of Assessment, Recording & Taxation Administration	1,582,500	0	1,582,500	9.80
72024	DART Customer Service	1,070,058	0	1,070,058	9.40
72025A	DART County Clerk Functions	1,675,528	0	1,675,528	13.70
72025B	DART County Clerk Carryover	164,000	0	164,000	0.00
72026	DART Ownership	454,753	0	454,753	4.20
72027	DART Tax Revenue Management	1,810,854	0	1,810,854	11.50
72028	DART GIS/Cartography & Parcel Management	942,269	0	942,269	8.10
72029	DART Assessment Performance Analysis	502,850	0	502,850	3.40
72030	DART Property Assessment Special Programs	1,359,340	0	1,359,340	10.05
72031	DART Personal Property Assessment	1,299,877	0	1,299,877	10.20
72032	DART Property Assessment Industrial	980,072	0	980,072	7.70
72033	DART Commercial Property Appraisal	1,996,878	0	1,996,878	15.00
72034	DART Residential Property Appraisal	3,918,880	0	3,918,880	29.60
72035	DART Assessment & Taxation System Upgrade	0	4,094,000	4,094,000	0.00
72037	DART Applications Support	1,326,621	0	1,326,621	5.00
72038	DART Tax Title	1,211,558	0	1,211,558	2.35
72040	Tax Title Affordable Housing	<u>2,500,000</u>	<u>0</u>	<u>2,500,000</u>	<u>0.00</u>
Total County Management		\$45,881,385	\$114,859,951	\$160,741,336	252.85

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Department: County Management **Program Contact:** Marissa Madrigal

Program Offer Type: Administration **Program Offer Stage:** As Adopted

Related Programs:

Program Characteristics:

Executive Summary

The Director's Office manages the organizational health of the entire county and sets administrative policy. The areas of responsibility with countywide implications include Budget, Finance, Property Assessments & Recording, Tax Collections and Human Resources. The director is also the county's chief operating officer.

Program Summary

The director works with the Chief Financial Officer, Budget Director, and Human Resources Director to develop and present administrative, financial, human resource and infrastructure guidelines and policy to executive level staff, the County Chair and the Board of County Commissioners. The director works with DCM division directors, Chair, Board of County Commissioners (Board) and county department directors 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 workforce; provides management for county-wide projects identified by the Chair's Office; and works with the Board, the Department of County Assets (DCA) and other departments on the funding policies involving the physical infrastructure of the county.

In FY 2017, the Director's Office will continue to work with DCM division directors and department directors to strengthen the relationship between centralized policy setters and department implementers to ensure better consistency in application and to improve compliance. The Director's Office will also work with DCM division directors and department directors to propose a strategic framework plan that prioritizes department work based on a shared county-wide vision and goals.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Development of metrics and regular tracking system for monitoring of countywide organizational health	0	1	1	1
Outcome	Percent of identified "problem trends" addressed timely	0	100%	100%	100%
Output	County-wide executive leadership training events held	4	0	5	4
Output	Regional multi-jurisdictional leadership events held	0	0	1	1

Performance Measures Descriptions

In 2016, the first multi-jurisdictional leadership event was held on governing for racial equity. Regional local government partners were invited and leaders from the cities of Portland and Gresham, Metro and the Governor's Office participated.

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
Program Expenses	2016	2016	2017	2017
Personnel	\$398,789	\$0	\$389,428	\$0
Contractual Services	\$48,483	\$0	\$61,754	\$0
Materials & Supplies	\$11,200	\$0	\$11,200	\$0
Internal Services	\$31,358	\$0	\$35,679	\$0
Total GF/non-GF	\$489,830	\$0	\$498,061	\$0
Program Total:	\$489,830		\$498,061	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72000-16 DCM Director's Office

Department: County Management

Program Contact: Mike Jaspin

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

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 their 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. It also houses the County's Evaluation and Research Unit.

Program Summary

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;
- Countywide research and evaluation and cost control analyses;
- Prepares the supplemental budget;
- Maintains the legal budget throughout the course of the year; and
- Provides budget support to Nondepartmental Offices.

Staff also assist departments in measuring performance of County programs; providing 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 policy or fiscal matters; identify and resolve problems; and support County Labor Relations in collective bargaining research and detailed cost analysis.

The Budget Office houses the Evaluation and Research Unit, which provides high-quality, Countywide data-driven research and evaluation. The Unit also provides research and evaluation capacity for the Department of County Management and responds to information requests from County leadership and consults on program evaluation, analytical methods, and data visualization.

Over the past 14 years, the County has received the Government Finance Officers Association's (GFOA) Distinguished Budget Annual Award. The award represents a significant achievement by the County. It reflects the commitment of Multnomah County's governing body and staff to meet the highest principles of governmental budgeting.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of budget modifications processed (includes internal)	196	180	200	200
Outcome	% of budget modifications entered into SAP within 4 weeks of Board approval	98%	95%	98%	95%
Quality	Percent error in General Fund Revenue Forecast	4.08%	2.0%	0.98%	2.0%
Quality	% of customers rating Budget Office efforts as either "good" or "excellent" *	96%	95%	88%	94%

Performance Measures Descriptions

*Because the budget process ends prior to the beginning of the fiscal year, the FY 2016 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 communicating the outcome from public funds entrusted to the County.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$2,014,966	\$0	\$1,921,201	\$0
Contractual Services	\$26,000	\$0	\$30,000	\$0
Materials & Supplies	\$102,969	\$0	\$151,000	\$0
Internal Services	\$325,028	\$0	\$246,159	\$0
Total GF/non-GF	\$2,468,963	\$0	\$2,348,360	\$0
Program Total:	\$2,468,963		\$2,348,360	
Program FTE	14.00	0.00	13.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72001-16 Budget Office

Responsibility for budget support for the Department of County Management was transferred from the Budget Office to the Division of Assessment, Recording & Taxation Administration during FY2016. 1.00 FTE Principal Budget Analyst was transferred to program offer 72023.

FY 2016 program offer 72012 Evaluation and Research has been rolled into this program.

The internal service reimbursement for information technology has decreased for FY 2017.

Department: County Management **Program Contact:** Mike Waddell
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Central Accounts Payable (AP) supports County programs in the areas of vendor payment processing, auditing and data integrity, travel and training audits, procurement card administration, vendor master file management and County Administrative Procedures compliance monitoring.

Program Summary

Accounts Payable (AP) processes approximately 128,000 vendor invoice payments and refunds annually; this includes check payments, electronic payments and intergovernmental funds transfers. AP administers the purchasing card program and facilitates the establishment and monitoring of petty cash accounts countywide; furthermore, it coordinates the year-end expenditure accruals; conducts internal audits of AP functions while 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. AP 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 contribute to staff competencies.

Accounts Payable promotes continuous process improvement by exploring/adopting AP best practices while leveraging technology to evolve the Accounts Payable function from a paper intensive payment process to a more sustainable, electronic payment process. This single objective has reduced the cost of government by providing operating efficiency while maintaining internal controls and supporting the Climate Action Plan (Action Area 18-8).

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Payments Processed	131,537	123,000	128,016	128,000
Outcome	Percent of Invoices Paid On Time within std NET 30	88.50%	90%	87.8%	89%
Outcome	Percent of Total Payments that are Electronic	69.2%	68%	72%	72%
Outcome	Procurement Card Rebates	\$185,586	\$180,000	\$197,000	\$191,000

Performance Measures Descriptions

Invoice payments processed will decrease as we progress to more consolidated billings, electronic payments and growth in Multco Marketplace activity. Net payment is due 30 days after receipt of original invoice. Percent of total payments that are electronic--growth correlates with more cost effective electronic payment methods including ACH, ePayables and Pcards. Procurement Card Rebates are directly associated with the total amount spent in the P-Card system which reflects modest ePavables and Multco Marketplace growth.

Legal / Contractual Obligation

Tax Information Returns (i.e. 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 would 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	2016	2016	2017	2017
Personnel	\$726,156	\$0	\$755,458	\$0
Materials & Supplies	\$18,041	\$0	\$16,330	\$0
Total GF/non-GF	\$744,197	\$0	\$771,788	\$0
Program Total:	\$744,197		\$771,788	
Program FTE	7.10	0.00	7.10	0.00

Program Revenues				
Other / Miscellaneous	\$180,180	\$0	\$191,180	\$0
Total Revenue	\$180,180	\$0	\$191,180	\$0

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 purchasing card program; rebates from BOA are generally 1.2% of total value of transactions processed annually. 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: FY 2016: 72002-16 FRM Accounts Payable

Department: County Management

Program Contact: Mark Campbell

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Chief Financial Officer (CFO) manages the financial health of the entire County and sets administrative policy related to financial management. Direct responsibilities include Accounts Payable, General Ledger, Fiscal Compliance, Risk Management, Payroll, Retirement Programs, Tax Administration, Central Purchasing and Treasury.

Program Summary

The Chief Financial Officer (CFO) develops and presents financial guidelines to executive level staff, the County Chair's Office, and the Board of County Commissioners. The CFO presents recommendations related to public financial policy to these groups as well as 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) and works with partner jurisdictions to develop and present legislative policy. This involves communication with the Board, the Oregon Legislature and/or PERS Board and labor groups. The CFO works with the Budget Office, the Chair's Office, the Board and County departments to establish priorities and guidelines, and ensure that policies are aligned with these priorities. The CFO works with departmental finance sections, DCM divisions, and all County department stakeholders on all administrative policies and procedures.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
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 Measures Descriptions

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 of the fiscal year. 1=achieved; 0=not achieved.

County maintains the 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	2016	2016	2017	2017
Personnel	\$558,651	\$66,864	\$552,478	\$69,500
Contractual Services	\$30,000	\$0	\$30,000	\$0
Materials & Supplies	\$24,142	\$0	\$23,645	\$0
Internal Services	\$774,294	\$127,189	\$853,027	\$143,479
Total GF/non-GF	\$1,387,087	\$194,053	\$1,459,150	\$212,979
Program Total:	\$1,581,140		\$1,672,129	
Program FTE	3.60	0.35	3.60	0.35

Program Revenues				
Other / Miscellaneous	\$0	\$194,053	\$0	\$212,979
Total Revenue	\$0	\$194,053	\$0	\$212,979

Explanation of Revenues

This program is supported by General Fund and Risk Fund revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72003-16 FRM Chief Financial Officer

Department: County Management **Program Contact:** Samina Gillum
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

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, the indirect cost allocation plan, contract fiscal compliance over grants, as well as general accounting support and assistance countywide.

Program Summary

The General Ledger (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 Officers Association (GFOA) award annually for excellence in financial reporting. This award indicates management has prepared financials that meet the reporting standards and requirements noted by GFOA. Approximately 3% of government entities in the United States receive this award annually. GL also prepares the County's cost allocation plan 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 General Ledger.

The program's Fiscal Compliance (FC) unit performs pre-award risk assessments, 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.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of properly stated balance sheet accounts per review of external auditors	300	300	300	300
Outcome	Percent of total County pass-through dollars actively monitored by Fiscal Compliance	54.0%	68.0%	60%	68%

Performance Measures Descriptions

In the County's external financial audit, the auditors will analyze and audit our balance sheet accounts. Fewer balance sheet accounts identified with misstatements will indicate a high degree of accuracy in the financial statements (300 Total Accounts). The Fiscal Compliance 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 % monitored indicates greater coverage and decreased County financial risk as it relates to HS providers.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS), Ch. 297~Audits of Public Funds and Financial Records requires governments to have an external audit and that it be submitted to the Secretary of State - Audits Division. The Office of Management and Budget (OMB) Federal Register requires entities expending Federal funds over \$750,000 in a fiscal year to have a single audit of Federal awards. Also, according to the Federal Register, 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. The Federal Register 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
Program Expenses	2016	2016	2017	2017
Personnel	\$950,489	\$0	\$989,034	\$0
Contractual Services	\$6,500	\$0	\$6,500	\$0
Materials & Supplies	\$27,590	\$0	\$23,840	\$0
Total GF/non-GF	\$984,579	\$0	\$1,019,374	\$0
Program Total:	\$984,579		\$1,019,374	
Program FTE	9.00	0.00	9.00	0.00

Program Revenues				
Service Charges	\$17,000	\$0	\$17,000	\$0
Total Revenue	\$17,000	\$0	\$17,000	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

External revenue is received from the County's separately issued component unit financial reports: Mid County Service District, Dunthorpe-Riverdale Service District and the Library District. The revenues are a reimbursement for central accounting and reporting services provided to each component unit.

Significant Program Changes

Last Year this program was: FY 2016: 72004A-16 FRM General Ledger

Department: County Management

Program Contact: Brian Smith

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Purchasing oversees the County's goods and services procurement activities and provides leadership, expertise, and training to employees who perform purchasing functions. Purchasing supports departments to procure products and services in construction, materials, and both 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 Summary

Purchasing provides leadership, policy oversight and monitoring, contract procurement, compliance, staff training, support services and overall accountability for several thousand contracts and hundreds of millions of dollars awarded each year.

Key efforts include the following: (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 business practices; (5) provide on-going guidance, support, training, and consultation 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; (9) oversee the County's surplus program; and (10) develop and implement sustainable purchasing policies, procedures and training.

Purchasing contributes to the Climate Action Plan, Local Government Operations section 18-9, by ensuring sustainable practices of prospective vendors, contractors and service providers are included as evaluation criteria in all contract awards over \$10,000. All Purchasing staff share in the education, training, and support of County staff to promote and support sustainable purchasing practices.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of contracts awarded to MWESB and QRF businesses	19%	30%	25%	25%
Outcome	Number of sustained protests on formal procurements	0	0	0	0
Output	Number of formal RFP and Bid solicitations issued	87	70	90	80
Output	Number of contracts and amendments processed	1227	1000	1050	1000

Performance Measures Descriptions

Purchasing manages formal Request For Proposal (RFP) and bid solicitations (>\$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 measures listed are good indicators of the volume of formal procurements we conduct and the contract processing activity across all 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	2016	2016	2017	2017
Personnel	\$2,038,810	\$0	\$2,117,119	\$0
Contractual Services	\$65,459	\$0	\$73,882	\$0
Materials & Supplies	\$91,460	\$0	\$89,560	\$0
Internal Services	\$1,200	\$0	\$0	\$0
Total GF/non-GF	\$2,196,929	\$0	\$2,280,561	\$0
Program Total:	\$2,196,929		\$2,280,561	
Program FTE	19.00	0.00	19.00	0.00

Program Revenues				
Other / Miscellaneous	\$2,000	\$0	\$2,000	\$0
Total Revenue	\$2,000	\$0	\$2,000	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

External revenues are generated primarily when fees are collected for services performed in response to public records requests, and when County surplus is sold through the surplus program. The estimate from these sources for FY 2017 is \$2,000.

Significant Program Changes

Last Year this program was: FY 2016: 72005A-16 FRM Purchasing

Department: County Management **Program Contact:** Michelle Cross
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Property & Liability Risk Program (P&LRP) manages the County's property and liability risks in accordance with all legal requirements and County policies/procedures. It focuses on countywide risk exposures, liability/subrogation claims, property claims, purchasing insurance, loss control/prevention, and assists departments in managing identified risks.

Program Summary

Each year, the Property & Liability Risk Program (P&LRP) seeks to determine the County's "Cost of Risk", benchmark against other entities and continually improve the program by implementing best practices. The (P&LRP) purchases property insurance, marine coverage, crime coverage, excess liability, excess medical malpractice coverage, bonds, and other specialized insurance coverage for the County. Where the cost of insurance prohibits purchase or coverage is not available, we self fund losses. The P&LRP recommends the types/limits of insurance for contracts, recommends the purchase of specialized insurance and develops countywide policies and procedures related to loss prevention and control. The P&LRP designs and implements risk management strategies for the prevention of risk exposure and property and liability loss countywide. The program adjusts property loss claims, and oversees the Third Party Administrator contracted to process general liability insurance claims for the County. Litigation and large general liability insurance claims are settled with expertise from the County Attorney's Office. The County chooses to "self-insure" (retain a certain amount of financial exposure to loss) and purchases property and excess liability coverage for large property and liability related claims. This decision 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 property and liability allocated charges are based on their past losses using actuarial data and historical loss data to determine cost percentage rates based on anticipated future losses.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	*Number of policies for liability ins. bond, crime, coverages purchased/renewed	17	17	17	17
Outcome	**Total Cost of Risk as a percentage of Operational Budget	.46	.67	.67	.59

Performance Measures Descriptions

*Appropriate types of insurance coverage indicate strong safeguarding of the County's Assets.

**Total Cost of Risk is measured and compared to other public entities annually and provides information on the financial impact of the County's risk assumption.

Legal / Contractual Obligation

The Property & 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 third-party liability in accordance with the provisions of the Oregon Tort Claims Act, ORS 30.270 and purchases Excess General 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 P&LRP manages the County's compliance with numerous Oregon Occupational Safety and Health Administration (OR-OSHA) and Life Safety requirements to promote employee and public safety, including driver's license validation program and inspections by regulatory and insurance carrier representatives.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$182,130	\$0	\$197,840
Contractual Services	\$0	\$294,200	\$0	\$240,000
Materials & Supplies	\$0	\$2,619,655	\$0	\$3,408,145
Total GF/non-GF	\$0	\$3,095,985	\$0	\$3,845,985
Program Total:	\$3,095,985		\$3,845,985	
Program FTE	0.00	1.50	0.00	1.50

Program Revenues				
Other / Miscellaneous	\$0	\$3,095,985	\$0	\$3,845,985
Total Revenue	\$0	\$3,095,985	\$0	\$3,845,985

Explanation of Revenues

Departments are charged a risk property & liability rate based on claims experience and an actuarial valuation performed every three years. The P&LRP also receives subrogation money and reimbursement related to liability claims.

Significant Program Changes

Last Year this program was: FY 2016: 72006-16 FRM Property & Liability Risk Management

Software and Maintenance costs increased in anticipation of procuring a Risk Management Information System (RMIS) to manage internal claims administration processes, assist in the performance of loss control analysis, and to capture financial implications of the County's risk management programs.

Department: County Management **Program Contact:** Vanessa Witka
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

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 Summary

Central Payroll produces 24 payrolls per year for all Multnomah County employees and is responsible for accurately withholding, reporting and remitting employment taxes to Federal, State and Local taxing authorities. Payroll reports and remits pension contributions to the Public Employees Retirement System and administers the County's IRC §457 deferred compensation program. Payroll ensures that timekeeping and wage payments are done in compliance with Federal and State wage and hour laws, labor contracts and County Administrative guidelines. Payroll reconciles and remits mandated deductions for creditor garnishments, child support, bankruptcies, tax levies and union dues. Payroll reconciles and produces year-end tax statements for employees (W2's) and vendors (1099's) of Multnomah County following strict federal and state regulations.

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. This program contributes to the Climate Action Plan, Local Government Operations section, item 18-8 related to reduction of waste by providing electronic disbursements of wages to employees' financial institutions and providing paperless notification of their deposits. Currently 97% of employees participate in direct deposit of funds and of those, 92% receive the notification of deposit via email.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average number of payments issued per period*	6988	6800	7000	7100
Outcome	Percent issued without error*	99%	99%	99%	99%
Output	Percent of employees participating in Deferred Comp**	53%	55%	55%	56%

Performance Measures Descriptions

*Number of payments per pay period exceeds number of employees due to many employees having multiple direct deposits. Payroll has consistently maintained a high level of accuracy (99%).

**The percent of employees participating in the deferred compensation plan will measure the effectiveness and quality of the educational opportunities offered. The national average for participation is 29%.

Legal / Contractual Obligation

Wage payments are mandated by Federal & State wage and hour laws, 11 union contracts, and Multnomah County Personnel Rules. Withholding and remitting employment taxes is mandated by the Internal Revenue Service and the Oregon Dept of Revenue. Pension contributions are mandated by union contracts, Multnomah County Personnel Rules and Oregon Revised Statutes. Failure to comply with these laws and regulations result in fines and penalties being assessed.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$819,381	\$0	\$842,970	\$0
Contractual Services	\$25,000	\$0	\$25,000	\$0
Materials & Supplies	\$32,142	\$0	\$29,205	\$0
Total GF/non-GF	\$876,523	\$0	\$897,175	\$0
Program Total:	\$876,523		\$897,175	
Program FTE	7.95	0.00	8.45	0.00

Program Revenues				
Other / Miscellaneous	\$135,243	\$0	\$149,741	\$0
Total Revenue	\$135,243	\$0	\$149,741	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

External revenues for the deferred compensation program are 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 estimated reimbursement for FY 2017 is \$132,741 and is adjusted each following year by the CPI-U amount. The remaining \$17,000 is miscellaneous revenue.

Significant Program Changes

Last Year this program was: FY 2016: 72007-16 FRM Payroll/Retirement Services

Reclass existing Office Assistant 2 position to a Finance Technician and increase the FTE from .50 to 1.0. The position will process employment verifications, cover front desk (customers inquiries & phone calls), support with payroll filings, and other payroll related functions. The additional FTE support will enable the payroll unit to perform more cross-training around payroll taxes and PERS processing/management.

Department: County Management **Program Contact:** Eric Arellano
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Treasury manages the County's cash assets, investment portfolio, debt, banking services and relationships and broker/dealer relationships. Treasury also manages the Excise Tax Administration program which includes management of revenue collections for Motor Vehicle Rental Tax (MVRT), Transient Lodging Tax (TLT) and Business Income Tax (BIT) in accordance with Multnomah County Code, the County's fiduciary responsibilities and revenue & taxation policies and procedures.

Program Summary

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 Chief Financial Officer 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 17% 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. A portion of the tax (2.5%) is passed through to the Visitors 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 6%, another 3% is dedicated to operating the Oregon Convention Center, and 2.5% is passed through to the Visitors Development Fund.

Treasury maintains effective banking relationships to keep pace with technology and adapt to the needs of County Departments to provide better service to County residents.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Compliance with Investment Policy*	1	1	1	1
Outcome	Tax Returns Filed-Motor Vehicle and Transient Lodging**	312	295	315	315
Outcome	Ensure County's Cash Flow Needs are Met***	1	1	1	1
Output	Number of Business Accounts in County****	61,248	62,500	69,000	69,300

Performance Measures Descriptions

*Measurement Key: 1 = Goal Achieved, 0 = Not Achieved (ensures compliance to applicable ORS)

**The number of tax returns filed is a measure of compliance with applicable code requirements.

***Measurement Key: 1 = Goal Achieved, 0 = Not Achieved (ensures County meets its debt obligations)

****The number 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 ORS 294 and 295 (primarily ORS 294.035), Multnomah County Code Chapter 12 (BIT) and Chapter 11 (MVRT and TLT). The Business Income Tax is administered by the City of Portland through an intergovernmental agreement (IGA) that expires at the end of FY 2019 (with an option to reopen IGA in July 2016).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$406,729	\$0	\$421,626	\$0
Contractual Services	\$1,421,585	\$0	\$1,442,531	\$0
Materials & Supplies	\$12,610	\$0	\$18,340	\$0
Total GF/non-GF	\$1,840,924	\$0	\$1,882,497	\$0
Program Total:	\$1,840,924		\$1,882,497	
Program FTE	4.00	0.00	4.00	0.00

Program Revenues				
Interest	\$120,000	\$0	\$120,000	\$0
Service Charges	\$115,152	\$0	\$132,400	\$0
Total Revenue	\$235,152	\$0	\$252,400	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

External revenue is received through an agreement between the County and the Visitors Development Fund Board. Under terms of the IGA that created the Visitors Development Fund the County receives an administrative fee equal to 0.7% of MVRT and TLT revenues recorded in the fund.

Investment earnings from the investment portfolio are allocated to this program to cover administrative fees for non-discretionary investment advisory services.

Significant Program Changes

Last Year this program was: FY 2016: 72008A-16 FRM Treasury and Tax Administration

Department: County Management **Program Contact:** Michelle Cross

Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

Related Programs:

Program Characteristics:

Executive Summary

The Workers' Compensation section of this program manages the work-related employee injury and illness process and assists employees in returning to their jobs post injury or illness. The Safety and Health section oversees the loss prevention efforts of the County by assisting each department in meeting loss prevention requirements of a workers' compensation self-insured employer and Oregon Occupational Safety and Health Division (OR-OSHA) compliance.

Program Summary

This program provides workers' compensation benefits in accordance with state law. Multnomah County has been self-insured for this mandatory program since 1978. Claims are administered through a contract with a third-party administrator (TPA) with oversight and coordination of return to work from Risk Management staff. Staff work with employees, supervisors, physicians, the TPA, attorneys, managed care organizations and other vendors to accurately and timely process claim benefits for the injured employee. Internal Workers' Compensation section employees focus on service, cost containment and compliance efficiency. The Workers' Compensation section is responsible for the County's return-to-work program and follows state requirements necessary to benefit from the Workers' Compensation Division (WCD) Employer-At-Injury reimbursement program. The primary activity of the Safety and Health section is reducing employee on-the-job injuries and employer liability due to injuries to non-employees. Safety and Health staff consult 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 occupational safety and health regulations. All employer-based loss prevention activity needed to maintain the workers' compensation self-insured status is managed by the Safety and Health staff and communicated to internal partners for implementation and program success.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	*Number of site safety visits to meet loss prevention consultative needs and satisfy OR-OSHA requirements	20	24	24	24
Outcome	**Workers' Compensation Experience Rating Modifier (ERM) below industry average	.87	.7	.7	.7

Performance Measures Descriptions

*Performance measures are designed to meet OR-OSHA Self-insured Employer OAR 437-001-1060 (2) & (7) rules and monitor our success as a self-insured employer. The loss prevention output tracks the Safety Specialists consultative service to employee safety and health at the work site level.

**The ERM demonstrates our success in impacting safety and loss prevention efforts countywide. 1.0 is industry standard, and less than 1.0 exceeds industry standard. Insurance industry sets our ERM annually based on past losses.

Legal / Contractual Obligation

MCC 7.102 and 7.103 establishes the safety and loss prevention program in the County. The Oregon Safe Employment Act, ORS 654, establishes minimum safety standards for employers. Oregon OSHA, as outlined in OAR 437-001-1005 through 1020 and 1050 through 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	2016	2016	2017	2017
Personnel	\$0	\$823,630	\$0	\$853,691
Contractual Services	\$0	\$329,780	\$0	\$349,000
Materials & Supplies	\$0	\$3,483,650	\$0	\$3,418,075
Total GF/non-GF	\$0	\$4,637,060	\$0	\$4,620,766
Program Total:	\$4,637,060		\$4,620,766	
Program FTE	0.00	6.50	0.00	6.50

Program Revenues				
Other / Miscellaneous	\$0	\$4,637,060	\$0	\$4,620,766
Total Revenue	\$0	\$4,637,060	\$0	\$4,620,766

Explanation of Revenues

The Workers' Compensation Section receives reimbursement from the State of Oregon for claims cost when specific eligibility criteria are met. Claim processing over payment reimbursements are also received as revenue. Safety and Health receives internal service reimbursements from departments whose staff attend the first aid/CPR/AED classes taught by Safety and Health instructors. The revenues received are to offset the cost paid to the Medic First Aid for course materials and completion certificates. The cost to Departments/Offices whose staff attend these internal classes are well below the cost of taking the class from an external provider. Workers compensation internal service reimbursements are estimated at \$4 million for FY 2017.

Significant Program Changes

Last Year this program was: FY 2016: 72009-16 FRM Worker's Compensation/Safety & Health

Department: County Management **Program Contact:** Mark Campbell
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

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 (IGA) the County entered into in 1994. The transactions for this program are recorded in the Recreation Fund.

Program Summary

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 derive from Marine Fuel Tax apportioned to Multnomah County. The expenditures of the fund are pass-through payments to Metro under an IGA 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Payment Remitted in a Timely Manner	1	1	1	1
Outcome					

Performance Measures Descriptions

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
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$100,000	\$0	\$100,000
Internal Services	\$0	\$2,710	\$0	\$2,640
Total GF/non-GF	\$0	\$102,710	\$0	\$102,640
Program Total:	\$102,710		\$102,640	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$102,710	\$0	\$102,640
Total Revenue	\$0	\$102,710	\$0	\$102,640

Explanation of Revenues

Revenues represent Multnomah County's share of state Marine Fuel Tax.

Significant Program Changes

Last Year this program was: FY 2016: 72010-16 FRM Recreation Fund Payment to Metro

Department: County Management **Program Contact:** Mark Campbell
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Economic Development program works with the Office of the Chief Financial Officer to leverage existing County programs and policies to enhance the competitiveness of local businesses, increase the economic success of all County residents, and engage Multnomah County businesses as vital members of the community.

Program Summary

The Economic Development program identifies opportunities to increase the stability and quality of the workforce, decrease unemployment and underemployment for all County residents, bring more capital and technical assistance to small businesses, and foster an environment where business and the broader community participate respectfully in constructive dialogue.

The program works with businesses, trade associations, labor groups, non-profit organizations, other County divisions, and other governments at the local, state and federal levels to identify, develop and pursue opportunities that will further program goals in both the near-term and long-term. Additionally, the program oversees and reports on the County's expenditures of State Video Lottery Funds, responds to requests regarding the Strategic Investment Program (SIP) and other business incentives, provides oversight for SIP participants, and oversees the County's investment in the six Neighborhood Prosperity Initiative districts.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Compile annual report on State Video Lottery Fund expenditures	1	1	1	1
Outcome	County programs that form new, mutually-beneficial private sector partnerships	0	2	2	2

Performance Measures Descriptions

Reporting on the expenditures of State Lottery Funds increases transparency and accountability for the County's economic development efforts. Engaging businesses and other organizations with the County's service programs through win-win opportunities helps align public and private sector goals and improves the economic and business environment within the County.

Legal / Contractual Obligation

Pursuant to an Intergovernmental Agreement with the Portland Development Commission dated July 12, 2012, the County has agreed to support the six Neighborhood Prosperity Initiative districts by paying an amount equal to revenues the County receives pursuant to ORS 457.470(4) in connection with each district. This obligation continues until 2022 or until certain funding limits have been reached. FY 2017 payments will total approximately \$173,000.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$130,859	\$0	\$134,761
Contractual Services	\$150,000	\$3,000	\$173,000	\$2,615
Materials & Supplies	\$0	\$34,030	\$0	\$34,030
Internal Services	\$0	\$7,044	\$0	\$8,909
Total GF/non-GF	\$150,000	\$174,933	\$173,000	\$180,315
Program Total:	\$324,933		\$353,315	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is primarily funded with State Video Lottery dollars. The payment to the Portland Development Commission for the Neighborhood Prosperity Initiative districts is County General Fund.

Significant Program Changes

Last Year this program was: FY 2016: 72011A-16 FRM Economic Development

Department: County Management **Program Contact:** Marissa Madrigal
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Capital Asset Strategic Planning team's purpose is to guide and coordinate the county's capital asset strategic planning process, create and monitor a countywide capital "master plan", and link capital planning to financial planning through integrated financial modeling. This program works with the central Budget Office to create an integrated capital budget that addresses connections between infrastructure costs and ongoing operating costs.

Program Summary

In order to ensure effective management of capital assets, the Government Finance Officers Association (GFOA) recommends that local governments prepare multi-year capital plans that clearly identify major infrastructure projects and their impact on operating budgets. A 2015 audit by the Multnomah County Auditor identified this as a need within Multnomah County and called for increased participation of the Budget Director and CFO in this process.

The Capital Asset Strategic Planning team is responsible for the creation and maintenance of a long-term capital asset management "master" plan with a 10 – 20 year timeline. The capital planning director, with support from key departmental stakeholders, oversees the planning process and final capital master plan. The director ensures that the plan addresses the full scope, timing, and total cost of ownership for all projects. This includes forecasting revenue and expenditure trends, evaluating financing strategies, and connecting capital plans to yearly operating budgets and countywide financial planning. The director also staffs both a Capital Projects Steering Committee and a Capital Projects Technical Work group. This program works with the central Budget Office to research, analyze, and make recommendations on the creation of a separate capital budget for inclusion in the county's annual budget document.

The budget analyst performs the analysis necessary to support a robust strategic plan, including cash-flow modeling, cost-benefit analysis, forecasts of financial condition and trends, and other research as required. The budget analyst also prepares reports and supporting documents to assist stakeholders in the planning and monitoring process.

This team is located in the Department of County Management and reports directly to the chief operating officer.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Development of long-range capital management "master plan"	0	1	1	1
Outcome	Percent of future infrastructure needs accurately identified	0	0	0	100%
Output	Annual report on capital planning program presented to the Board of County Commissioners	0	0	0	1
Output		0			

Performance Measures Descriptions

The capital asset strategic planning program was a new program offer for FY16. First year milestones include the hiring of a capital planning director, formation of a capital planning steering committee charter and a scaled implementation plan. The program is expected to be fully implemented over fiscal years 2016 - 2018.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$339,900	\$0	\$275,232	\$0
Materials & Supplies	\$7,750	\$0	\$7,750	\$0
Internal Services	\$2,000	\$0	\$1,826	\$0
Total GF/non-GF	\$349,650	\$0	\$284,808	\$0
Program Total:	\$349,650		\$284,808	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is supported by county General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72013-16 Capital Asset Strategic Planning

Department: County Management

Program Contact: Travis Graves

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Central Human Resources (HR) Administration provides strategic leadership and partnership to department HR units to guide consistent, efficient, and cost effective HR 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; Employee Benefits and Wellness; and the Unemployment Insurance Program.

Program Summary

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 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 program integration and performance measurement; 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.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of countywide job applications in the Neogov applicant tracking system.	26,210	27,000	27,000	27,000
Outcome	Percentage of employees indicating that they are fully engaged in their jobs	N/A	N/A	90%	90%

Performance Measures Descriptions

Output: The number of countywide job applications measures the number of applicants interested in county employment. Outcome: (new measure) Percentage of respondents that either "agree" or "strongly agree" to the question "I am fully engaged in my job" on the biannual Countywide Employee Survey. A 2014 national survey of state and local government officials found that 81% were engaged in their jobs. Measure will update in FY 2018.

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, and other employment related issues. Eleven 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	2016	2016	2017	2017
Personnel	\$797,966	\$0	\$819,681	\$0
Contractual Services	\$63,506	\$0	\$63,506	\$0
Materials & Supplies	\$46,430	\$0	\$46,430	\$0
Internal Services	\$359,359	\$0	\$544,079	\$0
Total GF/non-GF	\$1,267,261	\$0	\$1,473,696	\$0
Program Total:	\$1,267,261		\$1,473,696	
Program FTE	5.63	0.00	5.63	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72016-16 Central HR Administration

The Privacy Officer Program was moved to the County Attorney's Office budget. Privacy related performance measure was removed, and a new Outcome was added.

Department: County Management **Program Contact:** Travis Graves
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Central Human Resources, including Classification and Compensation and Talent Development teams, provides systems and tools to attract, train, and retain a diverse, highly qualified workforce. Classification and Compensation provides pay and classification structures necessary for the County to offer competitive pay and appealing career paths. Talent Development coordinates training for employees, provides management/ supervisory coaching, partners with the Office of Diversity and Equity on implementing the Equity and Empowerment Lens and leads organizational development activities.

Program Summary

Central HR Services implements strategies to address key components of the countywide Human Resources Strategic Plan. That plan aims 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.

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 team identifies and analyzes job duties and qualifications that define the scope and complexity of work performed. It 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 classes including: employee, management and supervisory skill development, including the Multnomah Leadership Academy; diversity awareness and skills building; partnering with the Office of Diversity and Equity for the countywide implementation of the Equity and Empowerment Lens; technology training; and quality improvement activities (such as strategic planning and LEAN/Six Sigma).

Talent Development also develops training options by using data from employees' needs surveys, consulting with senior leadership, aligning with key trends and best practices in training and organizational development and responding to urgent emerging needs. This comprehensive system is essential to create a thriving learning organization, build opportunities for professional growth and support the achievement of organizational program goals.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of employees satisfied with training they received.	95.95	N/A	95%	95%
Outcome	Percent of total positions reclassified, revised, updated.	28.9%	10.1%	10.8%	16.5%
Output	Number of Countywide training class attendees.	6096	6000	6000	6000

Performance Measures Descriptions

Output: Employees evaluate the applicability of the training they receive to their job duties. Outcome: Positions studied, reclassified, revised, or updated as a result of classification or compensation review indicates better alignment to job market factors; technology changes, regulatory requirements and the inability to fill vacancies and/or impact on essential public services. Output: The number of employees taking Talent Development sponsored training.

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. Eleven 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	2016	2016	2017	2017
Personnel	\$1,443,153	\$0	\$1,508,356	\$0
Contractual Services	\$125,000	\$0	\$140,000	\$0
Materials & Supplies	\$53,700	\$0	\$63,700	\$0
Internal Services	\$180,469	\$0	\$88,821	\$0
Total GF/non-GF	\$1,802,322	\$0	\$1,800,877	\$0
Program Total:	\$1,802,322		\$1,800,877	
Program FTE	10.60	0.00	10.60	0.00

Program Revenues				
Service Charges	\$0	\$0	\$25,000	\$0
Total Revenue	\$0	\$0	\$25,000	\$0

Explanation of Revenues

This program is supported by General Fund revenues. For training events that require administration of certain tools or tests or provide professional certifications outside the usual scope of countywide training, a portion of the cost of attendance will be charged back to the cost center of the employee attendee, for an aggregate total of \$25,000 for FY 2017.

Significant Program Changes

Last Year this program was: FY 2016: 72017A-16 Central HR Services

The accounting for charges due to training events that are requested by other County departments has changed for FY 2017. Those charges will be added to this program costs, along with the revenues from the requesting departments.

Department: County Management **Program Contact:** Travis Graves
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

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 11 labor contracts, representing 85% of the County workforce.

Program Summary

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 previous negotiations to achieve 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 Advisory Team along with tools such as negotiated memorandum 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 develops personnel rules and administers 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Labor disputes.	88	120	152	120
Outcome	Percentage of labor disputes settled collaboratively.	93%	93%	85%	90%

Performance Measures Descriptions

Output and Outcome: Disputes include formal and informal disagreements about the interpretation or application of labor contracts, Personnel Rules, practices or policies. Resolving labor disputes collaboratively means all involved parties have agreed to the resolution without going to arbitration. Arbitration can be costly and result in a binding decision that is not in the County's best interest. Estimate for FY 2016 is high compared to purchase, as disputes have trended upward based on a number of factors both within and outside the County's control.

Legal / Contractual Obligation

Eleven 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	2016	2016	2017	2017
Personnel	\$738,468	\$46,657	\$773,150	\$48,135
Contractual Services	\$7,000	\$0	\$7,000	\$0
Materials & Supplies	\$15,850	\$0	\$15,850	\$0
Internal Services	\$42,485	\$9,143	\$0	\$9,947
Total GF/non-GF	\$803,803	\$55,800	\$796,000	\$58,082
Program Total:	\$859,603		\$854,082	
Program FTE	4.60	0.25	4.60	0.25

Program Revenues				
Other / Miscellaneous	\$0	\$55,800	\$0	\$58,082
Total Revenue	\$0	\$55,800	\$0	\$58,082

Explanation of Revenues

This program is supported primarily by General Fund with 0.25 FTE Labor Relations Manager supported by the Risk Fund.

Significant Program Changes

Last Year this program was: FY 2016: 72018-16 Central HR Labor Relations

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
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$30,022	\$0	\$31,831
Materials & Supplies	\$0	\$844,068	\$0	\$922,489
Total GF/non-GF	\$0	\$874,090	\$0	\$954,320
Program Total:	\$874,090		\$954,320	
Program FTE	0.00	0.15	0.00	0.15

Program Revenues				
Other / Miscellaneous	\$0	\$874,090	\$0	\$954,320
Total Revenue	\$0	\$874,090	\$0	\$954,320

Explanation of Revenues

This program is supported by the Risk Fund. Unemployment claims are funded by assessing a rate based on 0.25% of monthly payroll for each department.

Significant Program Changes

Last Year this program was: FY 2016: 72019-16 Central HR Unemployment

The Unemployment Insurance benefits estimate for FY 2017 is based on 0.25% of total personnel costs. This has increased the estimate of benefits for next year by over \$50,000.

Department: County Management **Program Contact:** Travis Graves
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Employee Benefits and Wellness Program provides comprehensive health plan coverage, life insurance options and disability benefits for over 11,000 eligible individuals, including employees, their spouse or domestic partner, dependent children and retirees. The program also includes a Wellness component, which promotes and supports a healthier workforce, retirees and their family members by providing a wide variety of affordable activities and services addressing nutrition, weight control, fitness and overall health and wellbeing.

Program Summary

Internal administration of the Benefit Programs supports the County's unique business and financial requirements, while providing sound fiscal management of the offered plans to obtain the best benefit value for employees and the organization. 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 and mandates.

The Benefits Program consults and coordinates with all County employees and departments to ensure timely enrollment in benefit plans, complete accurate payroll deductions, produce user friendly benefit communication/educational materials, and act as an effective liaison between employees and benefit providers to facilitate problem resolution. The program works closely with County labor and management to structure benefit components that provide desirable benefit options within budgetary constraints.

Wellness programs can contribute to a reduction in employee absenteeism, lower health plan costs, enhanced employee retention and increased employee morale and productivity. 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. The program offers a broad range of services to employees including regular wellness campaigns, convenient access to commercial grade fitness equipment, affordable on-site fitness classes tailored to work schedules, a library of wellness related subject matter and incentives program for weight loss.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Medical plan annual member count	12,600	12,000	13,000	14,500
Outcome	Participation in County Wellness Campaigns	0	1451	2000	3500
Efficiency	County's monthly per employee benefit cost (increase)	4.5%	4.5%	3.14%	6%

Performance Measures Descriptions

Output: Total number of members enrolled in health plan coverage during the plan year. This includes employees, retirees, COBRA participants and dependents from all. Outcome: Reports number of individuals participating in County Wellness Campaigns, these began in 2013. Efficiency: Actual dollar costs per FY 2014 \$1,179, FY 2015 \$1,759, FY 2016 \$1,759, FY 2017 \$1864.54. Four-year national average increase has been 5.4%, but is expected to increase in 2016 by 4%.

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, Genetic Information Nondiscrimination Act (GINA), HIPAA, Patient Protection and Affordable Care Act (PPACA), CHIP, as well as civil rights and EEO laws. Labor contracts require transit pass be provided by employer. OAR Chapter 340, Div 242 requires employers to provide commute options to achieve and maintain a reduced auto trip rate. 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.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$2,715,903	\$0	\$2,814,935
Contractual Services	\$0	\$1,451,464	\$0	\$1,603,587
Materials & Supplies	\$0	\$88,596,731	\$0	\$96,035,405
Internal Services	\$0	\$358,172	\$0	\$336,937
Total GF/non-GF	\$0	\$93,122,270	\$0	\$100,790,864
Program Total:	\$93,122,270		\$100,790,864	
Program FTE	0.00	13.37	0.00	14.12

Program Revenues				
Other / Miscellaneous	\$0	\$93,084,270	\$0	\$100,724,664
Service Charges	\$0	\$50,000	\$0	\$50,000
Total Revenue	\$0	\$93,134,270	\$0	\$100,774,664

Explanation of Revenues

Sources of revenue are: departmental contributions for health plan coverage (\$83,607,566), Long Term Disability (\$1,450,000) and Life Insurance (\$525,000); benefit administration charge (1.00% of gross payroll, \$5,765,551), employee payroll deductions (both pre- and post- tax) for benefit plan participation (\$4,535,100), premium payments from retirees and COBRA participants (\$4,059,798), operational refunds/rebates/performance guarantee penalties from vendors (\$150,000), tax credits due to Federal and State subsidies (\$550,000), revenues from parking garage fees (applied to Wellness program only) (\$20,000), fees paid by Wellness program participants (\$30,000).

Significant Program Changes

Last Year this program was: FY 2016: 72020-16 Central HR Employee Benefits

Department: County Management **Program Contact:** Randy Walruff
Program Offer Type: Administration **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

DART Administration plans, directs, coordinates and provides leadership for operations and activities of the County's Division of Assessment, Recording and Taxation; performs state mandated functions of the Assessor, Tax Collector, and certain County Clerk functions; monitors activities for statutory compliance; establishes effective implementation of policies, strategic direction, program evaluation, and process/technology improvements; provides financial and tactical resource planning and employee development and performance management.

Program Summary

DART Administration performs the duties of the County Assessor including property valuation and assessment, property tax rate/levy calculation, certifying the property tax roll for collection, ownership and records management, and mapping; is responsible for maintaining Real Market Value on over 344,000 real and personal property accounts, and capturing and calculating Measure 50 "exception value" defined as new construction, renovation or remodeling, which increases total Assessed Value of taxing districts. DART Administration performs the duties of the Tax Collector who certifies the billing, collecting, and distribution of over \$1.5 billion in property taxes; and the County Clerk functions of document recording, marriage licenses and domestic partnership registrations, and administration of the Board of Property Tax Appeals.

The program plans, directs and coordinates the operations and activities of Multnomah County's Division of Assessment, Recording and Taxation. Administration is responsible for: strategic direction and tactical planning; policy development and implementation; financial planning and budget development; employee development, training, succession planning and performance management; continuity of operations planning; technology and information systems which includes a new Assessment and Taxation System; quality control, program measurement and evaluation and process improvements; administrative support, communications, including the news media, and oversight of over 500,000 customer service interactions annually. DART Administration will also provide department-wide finance support to DCM.

The program 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, monitors division activities and processes for statutory compliance, and submits required compliance reports to the Oregon Dept of Revenue. 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 quality customer service to taxpayers. DART has taken steps toward achieving Climate Action Plan 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 and contributing to a reduced facilities footprint.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total Number of Property Tax Accounts Administered	340,940	341,000	344,065	345,000
Outcome	Percent Acceptable Compliance Reports Required by Oregon Department of Revenue	100%	100%	100%	100%
Efficiency	Administrative Costs as a Percent of Actual Expenditures	6.54%	5.5%	6.50%	6.50%
Efficiency	Cost of Collection per Account (in Dollars)	\$3.84	\$4.00	\$3.54	\$4.00

Performance Measures Descriptions

The percent of required compliance reports received and accepted by the Dept of Revenue (CAFFA Grant Document, Appraisal Plan, Sales Ratio Study) implies adequacy of DART operations and uniform taxation. The goal is to maintain administrative costs at 6-7% of total DART operating program expenditures. The cost of collection per account will fluctuate depending on costs of collection activities and the number of accounts.

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 Assistance" (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 the grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,023,457	\$0	\$1,203,202	\$0
Contractual Services	\$4,572	\$0	\$5,000	\$0
Materials & Supplies	\$162,561	\$0	\$186,170	\$0
Internal Services	\$143,942	\$0	\$188,128	\$0
Total GF/non-GF	\$1,334,532	\$0	\$1,582,500	\$0
Program Total:	\$1,334,532		\$1,582,500	
Program FTE	7.00	0.00	9.80	0.00

Program Revenues				
Fees, Permits & Charges	\$70,000	\$0	\$70,000	\$0
Intergovernmental	\$175,751	\$0	\$283,811	\$0
Service Charges	\$0	\$0	\$20,000	\$0
Total Revenue	\$245,751	\$0	\$373,811	\$0

Explanation of Revenues

Participation in the Oregon Dept of Revenue's County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of program expenditures. Grant amounts can vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total share of CAFFA is estimated at \$3,624,656 for FY17, with \$283,811 allocated to DART Administration Program. General Fund Revenue of \$70,000 is from a portion of the document recording fee for County Assessment and Taxation Programs (5% of the \$10 per document fee) and is for the maintenance of county property tax systems. The document recording fee may vary annually based upon economic factors affecting the real estate market and the number of documents recorded. (Note: The balance of the \$10 document recording fee is allocated to the County Clerk (5%) and to the County Assessment & Taxation Fund (90%) for distribution to the Oregon Dept of Revenue for deposit into the statewide CAFFA Account.) Remaining program support is from General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72023-16 Div of Assessment, Recording & Taxation Administration

Two positions were reclassified to a Contract Specialist and a Budget Analyst and temporary positions were converted to an Office Assistant 2 and .50 FTE Finance Specialist 1; all were transferred to DART Administration to provide Business Services support for the Department of County Management. The Deputy County Assessor has been reallocated to various DART programs for FY 2017. Net Change of +2.80 FTE.

Department: County Management

Program Contact: Gary Bartholomew

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Division of Assessment, Recording, and Taxation (DART) Customer Service Program is the first primary point of contact for DART customers at the public counter, through the organization's incoming phone system, by email and via online chat.

Program Summary

The Customer Service program responds to approximately 90,000 inquiries and 40,000 walk-in customers annually (which includes approximately 28,000 reported in the County Clerk Function Program Offer). Staff process tax payments, sell copies of records and provide general information on behalf of the organization. Property owners, taxpayers and citizens in general have an expectation of local government to provide responsive, accurate, and quality service. The ability to connect directly with the taxpayer increases the understanding of government and the role of property taxation.

Staff spend several hours each year training with other sections throughout the organization, as well as gaining knowledge by reading a variety of relevant informational materials. Customer Service staff also assist the Tax Revenue Management Program by processing approximately 11,000 over-the-counter tax payments totaling approximately \$50 million dollars annually. This year the passport photo and County photo ID processes were transferred under supervision of DART Customer Service and relocated to the DART offices. The operational costs continue to be split between DART and Facilities & Property Management. DART took 4,817 passport photos during FY 2015, resulting in revenue of \$48,370. Other recent efficiency and service improvements included point of sale debit/credit cards and website enhancements. Further improvements are expected from a new assessment and taxation system scheduled for June 2017.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of counter transactions	54,847	41,000	50,000	55,000
Outcome	Average number of transactions per cashier	5,485	4,100	5,000	5,500
Output	Number of phone calls received and answered	62,000	75,000	65,000	65,000
Outcome	Average number of phone calls per operator	5,905	7,000	6,200	6,200

Performance Measures Descriptions

"Number of counter transactions" includes both computer-generated statistics from the operating systems used in Customer Service and statistics from staff production reports. The system tracks revenue generating transactions including tax payments, marriage licenses, Domestic Partnership Registrations, passport applications and 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, 311, 312 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property taxation 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 Assistance" (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	2016	2016	2017	2017
Personnel	\$757,697	\$0	\$799,818	\$0
Materials & Supplies	\$16,162	\$0	\$16,305	\$0
Internal Services	\$231,906	\$0	\$253,935	\$0
Total GF/non-GF	\$1,005,765	\$0	\$1,070,058	\$0
Program Total:	\$1,005,765		\$1,070,058	
Program FTE	9.30	0.00	9.40	0.00

Program Revenues				
Intergovernmental	\$272,644	\$0	\$272,212	\$0
Total Revenue	\$272,644	\$0	\$272,212	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,624,656 for FY 2017, with \$272,212 allocated to DART Customer Service Program. Remaining Customer Service Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72024-16 DART Customer Service

Allocated .10 FTE Deputy County Assessor position to Customer Service program for FY 2017.

Department: County Management **Program Contact:** Gary Bartholomew

Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

Related Programs:
Program Characteristics:
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 and maintenance of permanent records, issuance of certified copies, and administration of the Board of Property Tax Appeals (BoPTA). 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 Summary

Recording is the process of registering legal documents, thus 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 processes for Recording, Marriage Licenses, Domestic Partnership Registrations and Passport Applications include 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.

For FY 2015, 148,851 documents were recorded, 7,766 Marriage Licenses were processed, 150 Domestic Partnership Registrations were issued and 8,716 Passport Applications were accepted. Last year 843 BoPTA appeals were processed. All areas within the County Clerk Functions program provide direct customer service by responding to telephone, chat and email inquiries and walk-in customers. The Recording staff assist approximately 15,000 customers at the counter annually and respond to an estimated 15,000 inquiries. The Marriage License and Domestic Partnership staff assist approximately 28,000 customers at the counter annually and respond to a high volume of inquiries that are reported within the Customer Service total of approximately 90,000 annually.

This program also makes available records for customer use. Electronic recording functionality was installed in 2012 and additional service providers were added in subsequent years, thereby improving efficiency and customer service. Currently approximately 70% of recording transactions are completed electronically. Over the past three years records were digitized and a new search engine for PC's used by customers was installed. Future plans, pending County Executive approval, include providing digitized records over the internet for public use.

Passport photos were added in 2014 as an additional customer service. Acceptance of debit and credit cards for point of sale transactions was initiated also. Performing marriage solemnizations is scheduled to begin in 2016. In 2015 the Passport photo and County photo ID processes were transferred under supervision of DART Customer Service and relocated to the DART office.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Marriage Licenses Issued	7,766	7,000	7,600	7,600
Outcome	Number of Accurately Processed Licenses	7,752	6,980	7,585	7,585
Output	Number of Documents Recorded	148,851	170,000	170,000	170,000
Outcome	Average Number of Business Days to Return Original Recorded Documents	2	4	3	3

Performance Measures Descriptions

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 licenses were returned to the county by the state for minor corrections. The "Average Number of Business Days to Return Original Recorded Documents" is a measure of compliance with the statutory requirement that documents be returned within 10 business days.

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). Guidelines for the acceptance of Passports are set by the US Department of State. Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the Dept of Revenue determines the acceptable level of assessment and taxation staffing; DART is already at the minimally acceptable level to perform their functions. Any reduction to the BoPTA portion of this Program may jeopardize the grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,070,957	\$0	\$1,156,493	\$0
Contractual Services	\$79,430	\$0	\$97,214	\$0
Materials & Supplies	\$95,872	\$0	\$104,219	\$0
Internal Services	\$293,310	\$0	\$317,602	\$0
Total GF/non-GF	\$1,539,569	\$0	\$1,675,528	\$0
Program Total:	\$1,539,569		\$1,675,528	
Program FTE	12.50	0.00	13.70	0.00

Program Revenues				
Fees, Permits & Charges	\$4,335,000	\$0	\$5,144,000	\$0
Intergovernmental	\$35,009	\$0	\$34,435	\$0
Other / Miscellaneous	\$35,000	\$0	\$35,000	\$0
Total Revenue	\$4,405,009	\$0	\$5,213,435	\$0

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 fund (for licenses and State DP), \$25 to County Community and Family Services for domestic violence victims (for County DP), and \$10 to Court Conciliation Services. Estimated fees for marriage licenses, domestic partnerships, marriage record copies, amendments to marriage and DP records, and waivers of 3-day waiting period for a marriage license are \$280,000. Passport application acceptance fees are \$250,000 and Passport photo fees are \$58,000. Document Recording page fees retained by the County General Fund are \$4,386,000. Recording record copy fees are \$35,000. A portion of recording fees collected for the Corner Preservation Fund and the County Assessment Function Funding Account are credited to the County Clerk Fund pursuant to ORS 205.320(18) are projected at \$140,000. Fees for filing a Board of Property Tax (BoPTA) Appeal are estimated at \$30,000. County Assessment Function Funding Assistance (CAFFA) Grant allocated to BoPTA is \$34,435.

Significant Program Changes

Last Year this program was: FY 2016: 72025A-16 DART County Clerk Functions

This program offer includes a new 1.00 FTE permanent position (Office Assistant 2) for FY 2017 to support Passport Photo and Employee photo ID services. The cost is covered by an increase in revenues for passport photos and conversion of temporary to permanent. Allocated .20 FTE Deputy County Assessor to the program for FY 2017.

Department: County Management **Program Contact:** Gary Bartholomew
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The County Clerk scaled offer represents a carryover of unspent restricted revenues for the County Clerk that reside within the General Fund. A portion of fees on recorded documents is dedicated for the County Clerks pursuant to Oregon Revised Statute 205.320(18), to acquire storage and retrieval systems and maintain and restore records as authorized by the County Clerk. Carryover funds will be used for services to continue conversion of historical recorded documents and other County Clerk records to digital format for a Digital Research Room, and to maintain County Clerk records & systems.

Program 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 and maintenance of permanent records, issuance of certified copies, and administration of the Board of Property Tax Appeals (BoPTA). BoPTA is responsible for hearing petitions from taxpayers who disagree with their property values or waive personal property late filing fees based on evidence provided by the taxpayer.

The County Clerk Carryover Program for FY 2017 will continue the digitization of a large portion of the County Clerk historical records that are currently in microfiche and microfilm format, as well as some hard copy records, in addition to providing for maintenance of existing county clerk records and systems. In the past, these records have been available to the public in DART's public research room via microfilm and microfiche. Records from 2007 forward have been available electronically at public access terminals on site, via the County Clerk Recording system. The digitization of historical records in FY 2017 continues an ongoing records digitization project. By converting records to digital/electronic format, the County is positioned to no longer rely upon antiquated microfilm and microfiche equipment, and to provide for optimal space utilization.

The Program aligns with DART's strategic business plan to provide public access to County Clerk records through the consolidated Customer Service Office, providing public records in an accessible electronic format via a new Digital Research Room implemented during FY 2014. This comprehensive approach provides improved and efficient service delivery for access to public records. The scaled Program Offer utilizes unspent restricted revenues dedicated for the County Clerk that reside within the County General Fund, to continue digitization of County Clerk records, services related to the new Digital Research Room and maintenance of County Clerk records and systems.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of digital records converted and uploaded to Digital Research Room (in millions)	0	1.1	.311	1.1
Outcome					

Performance Measures Descriptions

The number of digital records converted and uploaded to the Digital Research Room was a new measure in FY15. Digital images include record index and recorded document images. Initial conversion completed in FY2013 included 1.8 million index and document images for 1994 to 2001 records. In FY14, 2.4 Mil records were converted for 1965 through 1993. In FY15 no images were converted. For FY16 311,000 images are estimated for 1955 to 1964 years. Years prior to 1955 are anticipated to be completed in FY17 and forward.

Legal / Contractual Obligation

The County Clerk functions are governed by Oregon Revised Statutes (ORS) Chapter 205. ORS 205.320(18) requires that a portion of the document recording fees be dedicated to a County Clerk Fund established by the County governing body, for the purpose of acquiring records storage and retrieval systems, and maintaining and restoring records as authorized by the County Clerk.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$91,554	\$0	\$37,138	\$0
Contractual Services	\$60,446	\$0	\$126,862	\$0
Total GF/non-GF	\$152,000	\$0	\$164,000	\$0
Program Total:	\$152,000		\$164,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$152,000	\$0	\$164,000	\$0
Total Revenue	\$152,000	\$0	\$164,000	\$0

Explanation of Revenues

The carryover revenue in this Program, in the amount of \$164,000, represents unspent "restricted revenues", and is a portion of recording fees dedicated to the County Clerk that reside in the General Fund. Under GASB #54, these funds are restricted for purposes described in Oregon Revised Statute 205.320(18).

Significant Program Changes

Last Year this program was: FY 2016: 72025B-16 DART County Clerk Carryover

Legal / Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 92, 93, 199, 205,222,308,457, 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 Assistance" (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
Program Expenses	2016	2016	2017	2017
Personnel	\$343,064	\$0	\$364,045	\$0
Contractual Services	\$1,474	\$0	\$1,474	\$0
Materials & Supplies	\$2,658	\$0	\$1,750	\$0
Internal Services	\$77,379	\$0	\$87,484	\$0
Total GF/non-GF	\$424,575	\$0	\$454,753	\$0
Program Total:	\$424,575		\$454,753	
Program FTE	4.20	0.00	4.20	0.00

Program Revenues				
Intergovernmental	\$123,062	\$0	\$121,788	\$0
Total Revenue	\$123,062	\$0	\$121,788	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,624,656 for FY 2017, with \$121,788 allocated to DART Ownership Program. Remaining Ownership Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72026-16 DART Ownership

Department: County Management **Program Contact:** Gary Bartholomew
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

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 Summary

The Tax Revenue Management Program sends property tax statements, collects current and delinquent real and personal property taxes and various fees, issues property tax refunds, distributes tax revenues to taxing districts, 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. 350,000 tax statements are sent annually and \$1.5 billion in property taxes is levied for collection. Almost 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. Payment processing hardware and software have been replaced resulting in cost savings and efficiencies. Customer use of electronic payment continues to increase. Credit cards are now accepted at the counter. A shopping cart feature was added improving customer service. The warrant release process was streamlined reducing costs for DART and customers. Warrants are now recorded electronically resulting in efficiencies. Roll corrections and issuance of tax refunds are monitored closely to minimize the amount of interest paid on refunds. Legislation (2015) was proposed and implemented for efficiencies and improvements. Delinquencies are monitored closely and addressed effectively. A new assessment and taxation computer system, estimated to go live June 2017, is expected to further increase efficiency and improve customer service.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Property Tax Statements Issued	350,913	360,000	360,000	360,000
Outcome	Percentage of Current Year Property Taxes Collected	97.6%	98.0%	98.0%	98.0%
Outcome	Tax Collected Via Electronic Payment (in millions of dollars)	81.71	110.00	100.00	140.00

Performance Measures Descriptions

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 Assistance" (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	2016	2016	2017	2017
Personnel	\$1,139,287	\$0	\$1,110,603	\$0
Contractual Services	\$146,075	\$0	\$149,450	\$0
Materials & Supplies	\$64,461	\$0	\$64,228	\$0
Internal Services	\$457,884	\$0	\$486,573	\$0
Total GF/non-GF	\$1,807,707	\$0	\$1,810,854	\$0
Program Total:	\$1,807,707		\$1,810,854	
Program FTE	11.50	0.00	11.50	0.00

Program Revenues				
Fees, Permits & Charges	\$400,000	\$0	\$450,400	\$0
Intergovernmental	\$337,005	\$0	\$333,106	\$0
Other / Miscellaneous	\$5,500	\$0	\$5,500	\$0
Total Revenue	\$742,505	\$0	\$789,006	\$0

Explanation of Revenues

Participation in the statewide County Assessment Function Funding Assistance (CAFFA) Grant reimburses approximately 25% of program expenditures. Grant amounts vary depending upon the state-wide CAFFA pool and Multnomah County's allocated percentage. Multnomah County's share for FY 2017 is estimated to be \$ 3,624,656 with \$333,106 allocated to Tax Revenue Management Program. Program revenues of \$455,900 are service fees required by Oregon Revised Statutes and County Fee Ordinance, are based on historical averages, and include foreclosure publication fees, title search fees, exemption late filing fees, delinquent personal property tax warrant and warrant recording fees, manufactured structure ownership transfer fees and trip permit fees, and miscellaneous tax collection and copy fees. 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 and trip permits, retaining \$30 per ownership transfer and \$5 per trip permit. Remaining Program support is provided by County General Fund revenue.

Significant Program Changes

Last Year this program was: FY 2016: 72027-16 DART Tax Revenue Management

Department: County Management **Program Contact:** Rick Teague

Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Division of Assessment, Recording and Taxation (DART), GIS/Cartography and Parcel Management Program creates and maintains official county maps for property taxation purposes; processes voucher actions; 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.

Program Summary

The GIS / Cartography and Parcel Management 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 within GIS and assessment database (TSG). Program staff develops 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of New Tax Roll Accounts Created	807	840	765	770
Outcome	Average Number of Changes per FTE	2,612	3,250	3,170	3,130
Output	Number of Mapping & Tax Roll Changes	14,368	20,600	19,020	19,500

Performance Measures Descriptions

The number of New Tax Roll Accounts Created is affected by the volume of new plats, condominiums, and subdivisions recorded. The number of Mapping & Tax Roll Changes includes audits and data clean-up activities that have taken place this year; in FY 2015 the method for measuring is changed using counts of cartography actions and related tax roll changes.

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 Assistance" (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	2016	2016	2017	2017
Personnel	\$548,910	\$0	\$761,998	\$0
Materials & Supplies	\$41,158	\$0	\$41,470	\$0
Internal Services	\$86,755	\$0	\$138,801	\$0
Total GF/non-GF	\$676,823	\$0	\$942,269	\$0
Program Total:	\$676,823		\$942,269	
Program FTE	5.30	0.00	8.10	0.00

Program Revenues				
Intergovernmental	\$125,891	\$0	\$234,515	\$0
Total Revenue	\$125,891	\$0	\$234,515	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's annual share of CAFFA is estimated at \$3,624,656 for FY 2017, with \$234,515 allocated to DART GIS & Parcel Management Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72028-16 DART GIS / Cartography

Net Change of +2.80 FTE from FY 2016 to FY 2017

Transferred 3.00 FTE from Special Programs #72030 to GIS/Cartography & Parcel Management #72028

Added 1.00 FTE Office Assistant 2 position (converted temporary staffing to permanent)

Reclassified 1.00 FTE to Property Mgmt Specialist Sr and transferred .75 FTE to Tax Title program #72038 and .25 FTE to Special Programs #72030

Transferred allocation of .30 FTE Sr Manager position to APA Program #72029

Added allocation of .10 FTE Chief Appraiser position

Department: County Management **Program Contact:** Mike Vaughn
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

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 Summary

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Projects Maintained	13	13	17	17
Outcome	Percentage of Neighborhoods in compliance with State standards.	99	95	95%	95%

Performance Measures Descriptions

The output measure called "Number of Projects" refers to the many specific annual studies and reports completed by the team, including the largest: Residential. Performance Measure #2 - outcome- was changed to better reflect and report the performance of this group. The previous measure, while helpful in analysis, was determined to not adequately reflect performance.

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 Assistance (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	2016	2016	2017	2017
Personnel	\$304,885	\$0	\$433,758	\$0
Materials & Supplies	\$17,747	\$0	\$18,610	\$0
Internal Services	\$35,786	\$0	\$50,482	\$0
Total GF/non-GF	\$358,418	\$0	\$502,850	\$0
Program Total:	\$358,418		\$502,850	
Program FTE	2.35	0.00	3.40	0.00

Program Revenues				
Intergovernmental	\$67,542	\$0	\$98,591	\$0
Total Revenue	\$67,542	\$0	\$98,591	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$3,624,656 for FY 2017, with \$98,591 allocated to DART Assessment Performance Analysis Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72029-16 DART Assessment Performance Analysis

Net increase of 1.05 FTE for FY 2017 due to internal reallocation of various division positions
 Added .10 FTE allocation of Deputy County Assessor position
 Added .30 FTE allocation of Sr. Manager position
 Removed .35 FTE Chief Appraiser - allocated to other DART Appraisal programs
 Added 1.00 FTE Sr Data Analyst - transferred from Application Support 72037 to APA Program 72029

Department: County Management **Program Contact:** Sally Brown

Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

Related Programs:
Program Characteristics:
Executive Summary

Special Programs Group (SPG), 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. Parcel management responsibilities of Special Programs maintains property information and property tax roll descriptions while providing direct customer service to interested parties.

Program Summary

SPG 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 61% of the County's General Fund revenues. Failure to monitor this process will result in loss of taxable assessed value. Focus is on timely processing property descriptions, maintaining ownership and creating new accounts and 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.

The Special Programs Group (SPG) maintains and processes over 11,000 accounts with special assessments and/or exemptions. Specially assessed properties include farm, forest and historic while exempt accounts include property owned and/or occupied by organizations such as charitable, fraternal, and religious. Leasehold records are monitored to maintain accurate, taxable values on over 1,000 accounts where non-exempt tenants lease from exempt government agencies. SPG is responsible for approximately 4,200 property tax exemptions for the War Veteran & Surviving Spouse program and the Active Duty Military program. All of these special assessment and exemption programs are mandated by law. In addition, approximately 500 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Accounts Reviewed and Processed for Current Tax Roll	11,050	9,000	10,000	10,000
Outcome	Taxable Market Value Re-established to the Tax Roll (in Millions of dollars)	\$597 Mil	\$300 Mil	\$500 Mil	\$600 Mil
Input	Total Exempt Accounts Monitored	35,586	36,000	35,500	35,500
Output	Total Number of Accounts Processed for Prior Tax Roll	2,090	2,200	2,200	2,200

Performance Measures Descriptions

Oregon Revised Statute (ORS) requires all property to be valued according to market as accurate market values directly relate to the bonding capacity and general obligation bond tax rates for taxing districts. Specific property tax exemptions are allowed by law. Measurements indicate exempt and specially assessed properties are accurately assessed and tax rolls properly maintained.

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 Assistance" (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	2016	2016	2017	2017
Personnel	\$909,936	\$0	\$1,152,384	\$0
Contractual Services	\$1,000	\$0	\$1,000	\$0
Materials & Supplies	\$23,173	\$0	\$20,511	\$0
Internal Services	\$192,342	\$0	\$185,445	\$0
Total GF/non-GF	\$1,126,451	\$0	\$1,359,340	\$0
Program Total:	\$1,126,451		\$1,359,340	
Program FTE	8.90	0.00	10.05	0.00

Program Revenues				
Intergovernmental	\$337,005	\$0	\$291,060	\$0
Total Revenue	\$337,005	\$0	\$291,060	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,624,656 for FY17, with \$291,060 allocated to DART Property Assessment-Special Programs. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72030-16 DART Property Assessment Special Programs

Transferred .60 FTE from Tax Title Program #72038 to Special Programs #72030;
 Added 1.00 FTE new Tax Exemption Specialist Position (converted from Temporary position);
 Increased A&T Technician2 from .50 FTE to 1.00 FTE;
 Moved 3.00 FTE from Special Programs #72030 to GIS/Parcel Management Program #72028;
 Added 1.00 FTE Program Supervisor and .50 FTE Property Appraiser 1 (transferred from Residential Appraisal #72034);
 Added .30 FTE Chief Appraiser position (reallocated across Appraisal programs)
 Added .25 FTE Property Mgmt Specialist Sr. Net Change +1.15 FTE from FY 2016 to FY 2017

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 Assistance" (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	2016	2016	2017	2017
Personnel	\$1,006,762	\$0	\$1,046,332	\$0
Contractual Services	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$12,650	\$0	\$12,040	\$0
Internal Services	\$261,807	\$0	\$231,505	\$0
Total GF/non-GF	\$1,291,219	\$0	\$1,299,877	\$0
Program Total:	\$1,291,219		\$1,299,877	
Program FTE	10.20	0.00	10.20	0.00

Program Revenues				
Intergovernmental	\$298,813	\$0	\$295,409	\$0
Total Revenue	\$298,813	\$0	\$295,409	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,624,656 for FY 2017, with \$295,409 allocated to DART Personal Property Assessment Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72031-16 DART Personal Property Assessment

Department: County Management **Program Contact:** Rick Teague
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

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 Summary

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on 627 county-responsibility industrial properties and maintenance of 325 accounts appraised by the Oregon Department of Revenue. In addition this program is responsible for maintaining Real Market Value and Maximum Assessed Value on 482 billboard accounts. 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 61% 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Industrial Accounts Maintained	970	970	952	952
Outcome	Assessed Value placed on the Tax Roll (in millions)	\$2,964	\$2,975	\$3,033	\$3,044
Output	Number of Industrial Sites Reviewed	19	21	10	25

Performance Measures Descriptions

Oregon Revised Statutes require property appraisals be at 100% of Market Value each year. Failure to meet standards can result in loss of CAFFA grant revenue and program control. Measures include state and county responsible industrial sites to better reflect the contribution of this program. Site Reviews include physical inspections, owner interviews and inventory of machinery and equipment to ensure we have accurate data on which to base our values. 2016 Site Reviews declined due to staff turnover, and will increase for 2017.

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 Assistance" (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	2016	2016	2017	2017
Personnel	\$902,079	\$0	\$824,948	\$0
Materials & Supplies	\$33,763	\$0	\$49,876	\$0
Internal Services	\$103,066	\$0	\$105,248	\$0
Total GF/non-GF	\$1,038,908	\$0	\$980,072	\$0
Program Total:	\$1,038,908		\$980,072	
Program FTE	8.30	0.00	7.70	0.00

Program Revenues				
Intergovernmental	\$213,943	\$0	\$222,916	\$0
Total Revenue	\$213,943	\$0	\$222,916	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,624,656 for FY 2017, with \$222,916 allocated to DART Property Assessment-Industrial Program. Remaining Program support is from General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72032-16 DART Property Assessment Industrial

Transferred 1.00 FTE (A&T Technician2) to County Clerk Recording program.

Added new Property Appraiser 2 position with existing resources for appeals management and coordination. Position is split between Industrial Appraisal 72032 (.40 FTE) and Commercial Appraisal 72033 (.60 FTE). Net decrease of .60 FTE from FY 2016 to FY 2017.

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 Assistance (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	2016	2016	2017	2017
Personnel	\$1,570,997	\$0	\$1,648,123	\$0
Contractual Services	\$30,500	\$0	\$30,500	\$0
Materials & Supplies	\$75,636	\$0	\$85,901	\$0
Internal Services	\$227,674	\$0	\$232,354	\$0
Total GF/non-GF	\$1,904,807	\$0	\$1,996,878	\$0
Program Total:	\$1,904,807		\$1,996,878	
Program FTE	14.75	0.00	15.00	0.00

Program Revenues				
Intergovernmental	\$433,544	\$0	\$434,596	\$0
Total Revenue	\$433,544	\$0	\$434,596	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,624,656 for FY 2017, with \$434,596 allocated to DART Commercial Appraisal Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72033-16 DART Commercial Property Appraisal

Added new Property Appraiser 2 position with existing resources for appeals management and coordination. Position is split between Industrial Appraisal 72032 (.40 FTE) and Commercial Appraisal 72033 (.60 FTE). Reallocated .35 FTE Chief Appraiser position to other Appraisal programs. Net increase of .25 FTE from FY 2016 to FY 2017

Department: County Management **Program Contact:** Sally Brown

Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

Related Programs:
Program Characteristics:

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 converted to commercial use, generic commercial use, personal property floating property, and personal property manufactured homes. 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 Summary

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on 210,000 single family and two-four family properties; 35,700 condominiums; 4,900 manufactured homes; 1,860 floating properties; 2,750 farm/forest deferral properties; and 1,300 business accounts. Staff physically inspects and appraises 8,000 to 9,000 properties annually due to permits issued for new construction, remodeling or renovation. They also appraise 8,000 to 9,000 properties annually discovered through the sales confirmation process and 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 61% 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Accounts Appraised	16,649	17,000	17,000	17,000
Outcome	New Taxable Exception Value (in millions of dollars)	\$635	\$650	\$650	\$700
Efficiency	Accounts Appraised per Appraiser	693	700	700	700
Outcome	% Neighborhood with COD Compliance	99%	98%	98%	98%

Performance Measures Descriptions

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.

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 Assistance (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	2016	2016	2017	2017
Personnel	\$3,457,040	\$0	\$3,292,221	\$0
Contractual Services	\$10,500	\$0	\$10,500	\$0
Materials & Supplies	\$139,698	\$0	\$129,271	\$0
Internal Services	\$513,341	\$0	\$486,888	\$0
Total GF/non-GF	\$4,120,579	\$0	\$3,918,880	\$0
Program Total:	\$4,120,579		\$3,918,880	
Program FTE	31.40	0.00	29.60	0.00

Program Revenues				
Intergovernmental	\$919,779	\$0	\$857,231	\$0
Total Revenue	\$919,779	\$0	\$857,231	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,624,656 for FY 2017, with \$857,231 allocated to DART Residential Appraisal Program. Remaining Program support is from General Fund Revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72034-16 DART Residential Property Appraisal

Transferred a Property Appraiser 1 to DART Special Programs #72030 (.50 FTE) and DART Tax Title Program #72038 (.50 FTE); Transferred a Program Supervisor to DART Special Programs #72030. Added .20 FTE allocation of Chief Appraiser. Net decrease of 1.80 FTE from FY 2016 to FY 2017.

Department: County Management **Program Contact:** Mike Vaughn
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

In FY 2014, the Board of County Commissioners approved a Sole Source Exemption for vendor Tyler Technologies under Sole Source Rule 47-0288(1). In June 2014, Multnomah County executed a multi-year contract to provide the County with Tyler Technologies' Orion CAMA/Tax Standard software system, support, and professional services required to customize, enhance and implement the system.

Program Summary

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 operational 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. Deliverables Accomplished in FY15: Project Plan, Install Base System, Fit Analysis Report. Deliverables Accomplished to date in FY16: Data Conversion Strategy/Specifications, Initial CAMA Valuation & Calculation Pages. Remaining Deliverables expected in FY16: Initial 50% Development Specifications, Data Conversion Coding & Testing, Conversion Program Testing, Simple Conversion Balancing, Initial Assessment Administration/Exemptions Calculations & Setup, Initial Tax & Balancing Setup. Deliverables expected in FY17: Initial 50% Assessment Administration Programming, Initial 50% CAMA Programming, Initial 50% Tax Programming, Final 50% Development Specifications, Final Tax Balancing & Calculation Setup, Development Phased Delivery, Final 50% Testing, Final CAMA Valuation & Calculation Pages, Final Assessment Administration/Exemption Calculation & Setup, Configuration Test and Validation, End-to-End Application Testing, Initial 50% of Unit Testing, Final 50% CAMA Programming, Final 50% of Tax Programming, Final 50% Assessment Administration Programming, Production Conversion, Production Conversion Balancing, UAT Development Support, Training, First Year Annual Maintenance. Deliverables expected in FY18: Go-Live Support, Acceptance Support, Final Acceptance

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of A&T System Project Milestones Met	3	15	7	19
Outcome	% of A&T Project Milestones Completed on Time	100%	100%	50%	100%
Outcome	% of A&T Project Milestones Completed within Budget	100%	100%	100%	100%

Performance Measures Descriptions

The multi-year project to select and implement a new A&T System has defined milestones for deliverables and budget, listed by fiscal year above in the Program Description section.

Legal / Contractual Obligation

Multnomah County contract #4400001183 with Tyler Technologies Inc. totalling \$5,504,327. Multi-year contract executed in June 2014 to provide the County with Tyler Technologies' Orion CAMA/Tax Standard software system, support, and professional services required to customize, enhance and implement the system. \$1,354,860 paid in FY14 for Software License. Additional contract payments due upon completion and acceptance of project milestones in FY 2015, FY 2016 and FY 2017.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$322,210	\$0	\$338,334
Contractual Services	\$0	\$4,111,738	\$0	\$3,339,466
Materials & Supplies	\$0	\$496,052	\$0	\$416,200
Total GF/non-GF	\$0	\$4,930,000	\$0	\$4,094,000
Program Total:	\$4,930,000		\$4,094,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$4,930,000	\$0	\$4,094,000
Total Revenue	\$0	\$4,930,000	\$0	\$4,094,000

Explanation of Revenues

Beginning Working Capital for FY 2017 represents the estimated carryover of unspent Fund 2504 project fund balance, after projected FY 2016 expenditures.

Significant Program Changes

Last Year this program was: FY 2016: 72035-16 DART Assessment & Taxation System Upgrade

Department: County Management

Program Contact: Mike Vaughn

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Applications Support (APP Support) program manages DART's application software and hardware through configuration, support and communication with external IT vendors; and, they perform the functions necessary to produce the certified annual tax roll, which includes calculating tax rates and taxes and producing tax statements. As a result of these efforts, this program also maintains vital information necessary for both internal and external data requests, essential in developing statutorily required reports and providing transparency to Multnomah County stakeholders.

Program Summary

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Requests & Support Activities Completed	3,490	3,500	3,450	3,500
Outcome	% of Requests Associated with Program Revenue	4.5%	4.0%	5%	4%

Performance Measures Descriptions

The Number of Requests & Support Activities measures an Activity representing 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 indicates 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 Assistance" (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	2016	2016	2017	2017
Personnel	\$789,959	\$0	\$725,102	\$0
Contractual Services	\$35,925	\$0	\$35,925	\$0
Materials & Supplies	\$344,498	\$0	\$370,165	\$0
Internal Services	\$209,756	\$0	\$195,429	\$0
Total GF/non-GF	\$1,380,138	\$0	\$1,326,621	\$0
Program Total:	\$1,380,138		\$1,326,621	
Program FTE	5.70	0.00	5.00	0.00

Program Revenues				
Intergovernmental	\$196,262	\$0	\$144,986	\$0
Other / Miscellaneous	\$55,000	\$0	\$55,000	\$0
Total Revenue	\$251,262	\$0	\$199,986	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$3,624,656 for FY 2017, with \$144,986 allocated to DART Applications Support Program. Program revenue of \$55,000 is from service fees for access to Assessment & Taxation information (subscription website user fees) and requests for Assessment and Taxation data files. Service fees are authorized by Department of County Management Fee Ordinance. Fees are projected based upon historical trends. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2016: 72037-16 DART Applications Support

Allocated .30 FTE Deputy County Assessor to the Program for FY 2017
 Transferred 1.00 FTE (Sr. Data Analyst) to Assessment Performance Analysis Program#72029

Department: County Management
Program Offer Type: Existing Operating Program

Program Contact: Sally Brown
Program Offer Stage: As Adopted

Related Programs:

Program Characteristics:

Executive Summary

The Tax Title Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for the management, maintenance and disposition of the County's tax foreclosed property inventory. The County's portfolio consists of 250 properties. Less than 10% are properties with improvements or structures. Properties are disposed of at auction, private sales and by transfer to government agencies and non-profit corporations.

Program Summary

The County comes into ownership of real property at least once a year through the foreclosure of delinquent property tax liens. The tax foreclosed properties are placed into the Special Program Group's (SPG) inventory and are managed and disposed of pursuant to Multnomah County Code, Chapter 7. Shortly after the properties are deeded to the County they are available for repurchase by qualified former owners of record. Maintenance and operation of the properties is performed through agreement and reimbursement to Department of County Assets, Facilities and Property Management Division.

SPG researches and inspects the properties received to determine their highest and best use. The Department will identify property to be sold at a public sale, in cooperation with the Multnomah County Sheriff's Office; a private sale; or, made available for donation to governments, non-profit sponsors. Effective January 1, 2016, ORS 275.275 was amended to reflect the distribution of proceeds from sales, net of approved expenses. All net proceeds will be credited to the General Fund, Sub-Fund 10030 Tax Title: Affordable Housing, for the following purposes: (i) Funds for housing placement and retention support services for youth and families with children; (ii) Flexible rental assistance to place youth and families with children into housing; or (iii) Funds to develop new low income housing that is affordable to youth and families with children with 30 percent or lower median family income.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Properties remaining in Tax Title Inventory	245	245	225	210
Outcome	Properties placed back on the tax roll & into community use	30	34	29	30
Outcome	Revenue credited to General Fund, Sub-Fund	n/a	\$1,500,000	2,500,000	\$655,000

Performance Measures Descriptions

The goal of the program is to reinstate tax foreclosed properties to the tax roll or into public use. At the end of every budget year the tax foreclosed property revenues are totaled, operating expenses and pass-through payments are accounted for, and the balance of revenue will be disbursed to Multnomah County General Fund, Sub-Fund 10030 Tax Title: Affordable Housing.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 275 details how counties are to manage & dispose of tax foreclosed properties. ORS 312 details the foreclosure process & responsibilities of the county including guidance on how the redemption period can be reduced when there is evidence of waste and abandonment. ORS 271 provides information concerning the transfer of foreclosed properties to non-profits & government agencies. ORS 98 details procedures concerning abandoned property & vehicles at foreclosed property. Multnomah County Code Chapter 7 specifically states 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	2016	2016	2017	2017
Personnel	\$146,515	\$0	\$249,533	\$0
Contractual Services	\$1,518,020	\$0	\$813,320	\$0
Materials & Supplies	\$84,956	\$0	\$116,686	\$0
Internal Services	\$20,454	\$0	\$32,019	\$0
Total GF/non-GF	\$1,769,945	\$0	\$1,211,558	\$0
Program Total:	\$1,769,945		\$1,211,558	
Program FTE	1.60	0.00	2.35	0.00

Program Revenues				
Fees, Permits & Charges	\$50	\$0	\$50	\$0
Taxes	\$9,253	\$0	\$8,442	\$0
Other / Miscellaneous	\$1,786,260	\$0	\$1,200,000	\$0
Interest	\$4,437	\$0	\$3,066	\$0
Total Revenue	\$1,800,000	\$0	\$1,211,558	\$0

Explanation of Revenues

The Program is financially self sustaining. Program revenues include contract principle \$8,442 and interest estimated \$3,066 from contracts and repurchases of tax foreclosed properties. Sales of Tax Foreclosed Properties (auction sales, repurchases, and private party sales) are estimated at \$1,200,000 for FY17. Fees of \$50 are for late fees on contract payments per County Fee Ordinance. When program actual revenues exceed the program's operating costs, the excess is distributed to Multnomah County Fund 10030 Tax Title: Affordable Housing, in accordance with ORS 275.275, and per formula provided in ORS 311.390.

Significant Program Changes

Last Year this program was: FY 2016: 72038-16 DART Tax Title

Net increase of .75 FTE from FY 2016 to FY 2017

Allocated .10 FTE Chief Appraiser to the program; Position reclassified to Property Management Specialist Sr and transferred .75 FTE from GIS /Parcel Management #72028 to Tax Title. Transferred 50 FTE (Appraiser 1) from Residential Appraisal #72034 to Tax Title Program; Transferred 60 FTE allocation from Tax Title to Special Programs#72030

Department: County Management **Program Contact:** Randy Walruff
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted
Related Programs: 72038 - DART Tax Title
Program Characteristics: One-Time-Only Request

Executive Summary

The Tax Title Affordable Housing program includes \$2.5 million for the development of low income housing that is affordable to youth and families with children with 30 percent or lower median family income.

Program Summary

Effective January 1, 2016, ORS 275.275 was amended to direct the distribution of proceeds from sales of real property acquired by foreclosure of a delinquent tax lien, net of approved expenses. All net proceeds will be credited to the General Fund for the following purposes: Funds for housing placement and retention support services for youth and families with children; Flexible rental assistance to place youth and families with children into housing; or Funds to develop new low income housing that is affordable to youth and families with children with 30 percent or lower median family income.

This program offer includes \$2.5 million in contracted services to develop affordable housing, using proceeds of sales on real properties that were sold during fiscal year 2016.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output					
Outcome					

Performance Measures Descriptions

Legal / Contractual Obligation

HB 2195, approved by the Oregon Legislature in 2015, amends ORS 275.275, and is effective January 1, 2016. That statute defines the expenses to be paid from proceeds of sales of real property acquired by foreclosure of a delinquent tax lien or by exchange for land originally acquired by foreclosure of delinquent tax liens; and the purposes for which the net proceeds must be used.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$0	\$0	\$2,500,000	\$0
Total GF/non-GF	\$0	\$0	\$2,500,000	\$0
Program Total:	\$0		\$2,500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$2,500,000	\$0
Total Revenue	\$0	\$0	\$2,500,000	\$0

Explanation of Revenues

Revenues from sales of foreclosed properties after January 1, 2016 during FY 2016, are estimated to be \$3.575 million. After expenses are paid, the remaining proceeds to be credited to this program in FY 2017 are estimated at \$2.5 million.

Significant Program Changes

Last Year this program was:

New program offer.

Department: County Management **Program Contact:** Marissa Madrigal
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Home for Everyone Capital program offer includes carryover of one time only pass-through funds in support of housing development objectives, and funds allocated for leasing and purchasing properties for shelter and housing, in support of "A Home for Everyone Initiative", a community-wide initiative to end homelessness, led collaboratively by Multnomah County, the City of Portland, Home Forward, the City of Gresham, local nonprofits and local donors.

Program Summary

Over the past year, our community has come together in an unprecedented way to respond to the crisis of homelessness. To continue to help families and vulnerable individuals break the cycle of homelessness and ensure the best use of limited funds, the County is considering new options to increase access to affordable housing units and to provide other shelter options. This program provides capital funding in support of "A Home for Everyone Initiative".

The investment of \$5 million supports construction of 135 low-income housing units, to be leveraged by other public and private investments.

Recommendations from A Home for Everyone Coordinating Board include the need to expand investment in the production of units affordable to very low-income households and to look for innovative ways to generate units more quickly and more cost effectively. In the Fall of 2015, Multnomah County joined with the City of Portland, Portland Development Commission and Home Forward to offer a Notice of Funds Availability (NOFA) for affordable housing developments. Representatives from large and small developers, architects, and community development organizations attended a conference to obtain information about the county's goals, funding, and proposal requirements. Development proposals were received and evaluated. An initial package of developments was agreed to by city and county staff. Those developments are currently undergoing further underwriting before funds are released. Due to the timing of the final evaluation and selection process, it is anticipated that transfer of county funds may not take place until after July 1, and therefore funds are carried into FY 2017.

Additionally in FY 2016, \$4.7 million of one-time-only funds were allocated by the Board of Commissioners from revenue received from a settlement to the County in January 2016, to be used for leasing and/or purchasing properties for homeless shelter, housing, due diligence, renovation and capital improvements. \$2.4 million remains unspent in FY 2016 and is carried over into FY 2017.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of homes built using County funds	0	125	0	135
Outcome	Number of shelter beds expected to be provided	0	0	0	190

Performance Measures Descriptions

Legal / Contractual Obligation

An IGA with the City of Portland is pending.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Contractual Services	\$5,000,000	\$0	\$5,000,000	\$0
Capital Outlay	\$0	\$0	\$2,400,000	\$0
Total GF/non-GF	\$5,000,000	\$0	\$7,400,000	\$0
Program Total:	\$5,000,000		\$7,400,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is supported by General Fund revenues. Carryover revenue is reflected in Program Offer 95001-17.

Significant Program Changes

Last Year this program was: FY 2016: 72040-16 A Home for Everyone Capital Funding

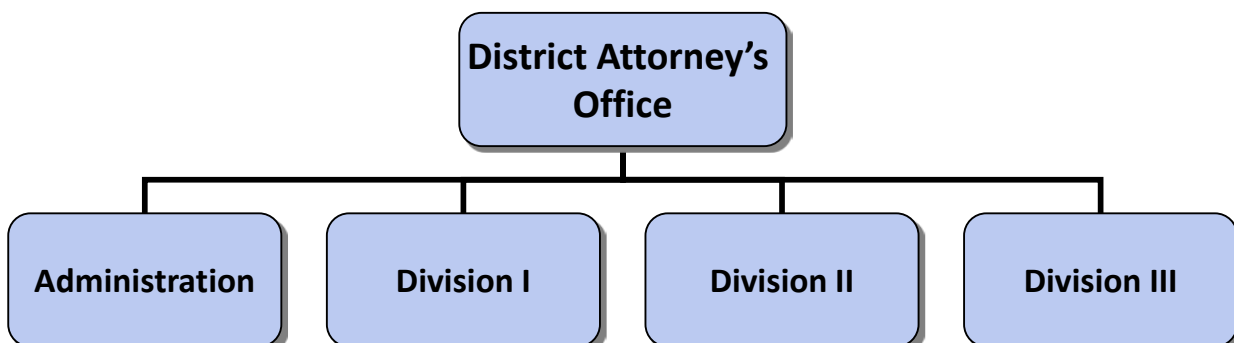
Additional funding allocated to the program from a settlement to the County during FY 2016

Department Overview

Prosecution services are the cornerstone of any effective public safety system. The District Attorney's Office reviews and prosecutes criminal cases referred by seven police agencies within the county. It also represents the State of Oregon in cases of juvenile dependency, delinquency, and on matters related to child support.

The Multnomah County District Attorney's Office is committed to the open and balanced administration of justice – one that honors and respects diversity in all of its forms – and works diligently to protect children and victims of crime and maintain timely and appropriate sanctions for offenders who engage in criminal activity. The District Attorney's Office operates under these guiding principles:

- To enforce the Rule of Law by providing fair, equitable, and unbiased prosecution services.
- To be responsive to the needs to our community by proactively 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, providing compassionate guidance and support through legal processes, and communicating case outcomes.
- To be responsive to law enforcement partners by being flexible in addressing emerging trends in criminal activity and providing expert legal advice and guidance.
- To work collaboratively with criminal justice system partners to affect positive change by looking at and developing new and innovative programs, best practices, and leveraging technological advancements.
- To find ways at both the adult and juvenile levels to provide education and access to community services to reduce reentry into the criminal justice system.
- To provide the best and most cost effective child support services.



Budget Overview

The District Attorney's (DA) Office total budget for FY 2017 is \$32.9 million, an 11.9% increase from the FY 2016 Adopted budget. Most of this change is due to annual personnel cost increases and a pass-through grant from the District Attorney of New York (DANY) for \$1.5 million to fund sexual assault kit testing.

Personnel costs account for nearly 81% of the DA's total budget. FTE increased by 1.20 from FY 2016. The Victim's Assistance program had the largest increase from last year (4.00 FTE) due to newly awarded Victim's of Crime Act (VOCA) grant funds.

The majority of the DA's Office expenditures are funded by the General Fund (72%). The DA's Office General Fund increased by \$1.1 million from last fiscal year (4.9%).

Significant changes in General Fund programs include a reduction of 1.00 FTE (\$125,611) in the Misdemeanor Trial Unit (15202B) and the addition of the CRIMES Replacement program (15012) to replace the 15-year-old CRIMES case management system modules with a new web-based application. The total CRIMES project budget for FY 2017 is \$1.8 million -- \$270,030 in the DA's Office budget for staffing costs (15012) and \$1,574,456 in the Department of County Assets budget for remaining project costs (78319).

Grants and other funding (non-General Fund) total \$9.2 million and make up roughly 28% of the DA's Office's budget in FY 2017. Other Funds have increased overall by 35.4% (\$2.4 million) since last fiscal year; this change is primarily due to the DANY and VOCA grants.

Budget Trends	FY 2015	FY 2016	FY 2016	FY 2017	Difference
	Actual	Current	Adopted	Adopted	
		Estimate	Budget	Budget	
Staffing FTE	200.00	211.80	207.80	209.00	1.20
Personnel Services	\$23,408,675	\$25,116,772	\$25,422,238	\$26,558,785	\$1,136,547
Contractual Services	1,043,653	888,334	888,088	2,526,887	1,638,799
Materials & Supplies	975,629	655,834	671,787	1,052,574	380,787
Internal Services	2,225,419	2,460,085	2,460,085	2,804,701	344,616
Capital Outlay	<u>34,137</u>	<u>27,173</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$27,687,513	\$29,148,199	\$29,442,198	\$32,942,947	3,500,749

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

Successes and Challenges

Successes

As with years past, our community continues to experience high levels of gun and gang violence, property crime, drug manufacturing and distribution, and other criminal activity. The District Attorney's Office continues to do the job of holding the most dangerous offenders accountable while using resources as efficiently and effectively as possible. As the largest district attorney's office in the State of Oregon, representing Oregon's most populous county, we are eager to partner with public safety officials in working to enact public safety policies and laws which increase efficiency and effectiveness system-wide.

Here are some highlights from FY 2015:

- The office reviewed over 23,000 criminal cases.
- Victim Advocates assisted 1,464 victims of crimes and made over 1,100 court appearances to support victims.
- The Restitution Recovery Program contacted over 1,600 victims to identify financial losses associated with criminal activity, identifying nearly \$9.0 million in losses eligible for court-ordered restitution.
- Continuing a history of success, the Child Support Enforcement Division collected just under \$30 million in child support, all of which went to helping households in Multnomah County.

Challenges

This year's budget reflects the office's need to respond to continuing changes in technology [CRIMES Replacement (15012)] and a commitment to improving service to victims [(Victim Assistance Program (15005), Sexual Assault Kit Backlog Elimination Project (15307)).

In addition to requiring flexibility in making operational changes, this office has a vested interest in participating in discussions about policy and law changes. As the largest district attorney's office in the state, we make every effort to lend our expertise to system partners participating in those discussions.

Diversity and Equity

The District Attorney's Office is fully committed to workplace diversity and equity. The office will provide outstanding service to the many different people and populations within Multnomah County in a manner that is culturally and linguistically competent and trauma-informed. It is the policy of the District Attorney that all staff and attorneys maintain the highest ethical and professional standards, which includes acting with full awareness of the ways in which the justice system impacts different people and populations.

One example of that effort can be seen in the Victims Assistance Program (15005). Our victim advocates work hard to eliminate the cultural and other barriers that prevent victims from realizing and fully utilizing their legal rights in the criminal justice system. That includes being mindful of cultural sensitivities, producing written materials in several languages, using interpreters and translation services, and partnering with social service agencies to assist with personal and family stability.

Also, in 2013, the District Attorney initiated an internal employee workgroup that named itself the "Equity, Dignity and Opportunity Council" (EDOC). This group of 12 office members -- six lawyers and six non-lawyers -- meets weekly to advance the equity conversation within the office, plan and sponsor equity-related trainings for the office, consider workplace initiatives, and present equity issues for internal review, discussion and solution. The EDOC is moving in to its fourth year of activity.

Budget by Division

Division Name	FY 2017 General Fund	Other Funds	Total Division Cost	Total FTE
Administration	\$6,008,709	\$1,420,687	\$7,429,396	47.00
Division I	4,992,067	5,573,467	10,565,534	69.00
Division II	6,711,041	423,985	7,135,026	49.50
Division III	<u>6,033,874</u>	<u>1,779,117</u>	<u>7,812,991</u>	<u>43.50</u>
Total District Attorney's Office	\$23,745,691	\$9,197,256	\$32,942,947	209.00

Administration

The administrative branch sets policy and provides leadership, coordination, resource allocation, and direction for the Office. It also sets policy and provides direction related to work with local law enforcement, social service agencies, local businesses, and the public. Administration includes:

- Administrative Services - Provides office management functions, sets office policy, and ensures compliance with rules and laws.
- Human Resources – Manages recruitment, payroll, the HR module in SAP, and benefits administration.
- Information Technology – Supports desktop computer systems, software applications, and servers; maintains the Document Management System and the Juvenile/Adult CRIMES case management systems; and provides data analysis.
- Finance – Manages all accounts payable/receivable, general ledger, petty cash, travel and training arrangements, fiscal reporting, budget preparation, grant reporting/monitoring, purchasing, and contracts.
- Records/Discovery – Fulfills the Office's statutory responsibility to provide case specific discovery documents and provides file storage and retrieval for the entire office.
- Victims Assistance – Assists victims of crime with crisis response, advocacy, court preparation and accompaniment, referral to services, and assistance with obtaining restitution orders from the court.

Significant Changes

Expansion

Victims Assistance Program (15005) – thanks to expanded financial support from the US Department of Justice - Victims of Crime Act (VOCA) we are able to increase victim advocate staffing by 4.00 FTE.

New Programs

CRIMES Replacement (15012) – this one-time-only program funds the MCDA project team working on replacement of the MCDA case management software system.

Division I

Division I is comprised of four units: the Domestic Violence Unit, the MDT Child Abuse Unit, Juvenile, and Child Support Enforcement (SED). Consistent with the historical efforts, Division I works to strengthen services for children and families in Multnomah County.

- Domestic Violence Unit – Reviews and prosecutes domestic violence cases including misdemeanors, felonies, homicides, and violation of restraining orders.
- MDT Child Abuse Unit – Reviews and prosecutes cases involving the physical and/or sexual abuse of children and intervenes to protect abused or neglected children in Dependency Court.
- Juvenile – Prosecutes juveniles who have committed crimes ranging from misdemeanors to homicides, intervenes to protect abused or neglected children in Dependency Court, and frees children for adoption.
- Child Support Enforcement – Establishes and enforces child support and medical support orders.

Significant Changes

No significant changes.

Division II

Division II is comprised of two of the six units formerly known as the Community and Family Justice Division and two formerly of the Felony Court Division: the Misdemeanor Prosecution Unit, the Neighborhood Unit, Unit C/Gangs, and Investigations.

- Misdemeanor Prosecution Unit/Intake – Reviews and prosecutes misdemeanor crimes, traffic crimes, and city ordinance violations, including in Community Court, the venue for prosecuting community-related, non-violent, and quality of life crimes.
- Neighborhood Unit – Works closely with community groups, neighborhood associations, business groups and local law enforcement to identify emerging criminal activity and develop and implement strategies to prevent crime.
- Unit C/Gangs – Prosecutes a variety of very serious and mid-level felony crimes including: homicide, robbery, weapons offenses, gang crimes, vehicular homicide and assault, arson, residential burglary and felony animal abuse.
- Investigations – In partnership with the Multnomah County Sheriff's Office, the Portland Police Bureau, and the Gresham Police Department, provides investigation services for felony, misdemeanor, juvenile, and family crimes.

Significant Changes

Program staffing is reduced by 1.00 FTE Deputy District Attorney due to a reduction in General Fund allocation.

Division III

Division III is comprised of four units: Unit A, Unit B, Unit D, and the Pretrial Unit.

- Unit A – Prosecutes felony property and theft crimes including theft, forgery, identity theft, white collar crime, and theft targeting the elderly.
- Unit B – Prosecutes felony drug and vice crimes including manufacturing, distribution, and possession of controlled substances.
- Unit D – Prosecutes felony violent person crimes including aggravated assault, rape, kidnap, sex offenses, murder, compelling prostitution, and official misconduct.
- Pretrial Unit – Represents and/or coordinates judicial appearances for the District Attorney's Office in post-conviction relief, felony arraignments, extradition, transport of material witnesses, expunctions, civil litigations, and administration of the Grand Jury.

Significant Changes

New program offer

Sexual Assault Kit Backlog Elimination Project (15307) - A multi-jurisdiction project initiated and led by the Multnomah County District Attorney's Office to process approximately 3,000 untested sexual assault kits in Multnomah, Marion, and Lane counties. The project is 100% grant funded via grants to MCDA and the Portland Police Bureau.

District Attorney's Office

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

Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
Administration					
15000	Management Services	\$1,009,169	\$0	\$1,009,169	6.00
15001	Administrative Support Services	1,118,343	0	1,118,343	3.00
15002	Information Technology	1,876,794	0	1,876,794	6.00
15003	Finance/Human Resources	541,766	0	541,766	5.00
15004	Records/Discovery	594,208	0	594,208	6.50
15005	Victims Assistance Program	596,399	1,114,444	1,710,843	17.00
15010	Justice Reinvestment (MCJRP)	2,000	306,243	308,243	1.50
15012	CRIMES Replacement	270,030		270,030	2.00
Division I					
15100	Division I Administration	281,239	0	281,239	1.00
15101	Juvenile Court Trial Unit	1,571,234	1,939,059	3,510,293	24.03
15102	Domestic Violence Unit	1,693,254	50,980	1,744,234	12.00
15103	MDT - Child Abuse Unit	791,544	981,615	1,773,159	5.97
15104	Child Support Enforcement	654,796	2,601,813	3,256,609	26.00
Division II					
15200	Division II Administration	450,105	0	450,105	2.00
15201A	Unit C/Gangs - Robbery, Weapons	1,822,366	0	1,822,366	11.00
15201B	Unit C – Deputy District Attorney (0.50 FTE)	98,070	0	98,070	0.50
15202A	Misdemeanor Trial Unit, Intake, Community	2,744,692	14,485	2,759,177	24.00
15203	Neighborhood DA Program	1,165,731	355,870	1,521,601	9.00
15204	Investigations	430,077	53,630	483,707	3.00

District Attorney's Office

fy2017 adopted budget

Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
Division III					
15300	Division III Administration	285,761	0	285,761	1.00
15301A	Unit A - Property Crimes	1,874,257	70,748	1,945,005	14.00
15301B	Unit A – Deputy District Attorney (0.50 FTE)	72,238	0	72,238	0.50
15302A	Unit B - Drugs/Vice	1,090,266	0	1,090,266	8.00
15302B	Unit B – Deputy District Attorney (1.00 FTE)	141,774	0	141,774	1.00
15304	Unit D - Violent Person Crimes	1,145,907	0	1,145,907	7.00
15305	Pre-Trial Unit	1,200,563	0	1,200,563	10.00
15306	Post Conviction Program	223,108	0	223,108	1.00
15307	Sexual Assault Kit Backlog Elimination Project	<u>0</u>	<u>1,708,369</u>	<u>1,708,369</u>	<u>1.00</u>
Total District Attorney's Office		\$23,745,691	\$9,197,256	\$32,942,947	209.00

Department: District Attorney

Program Contact: Rod Underhill

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The District Attorney (DA) and the senior management team provide the leadership, vision, policies and oversight that enable the 80 lawyers and 125 other employees representing 23 programs that meet the needs of Multnomah County citizens.

Program Summary

The District Attorney (DA) and staff are responsible for leadership around public relations, policy direction, long and short-range planning, internal labor relations and oversight of daily operations.

The District Attorney represents the office to public safety peers, consults with legislators and state law enforcement leaders, and provides leadership at statewide district attorney meetings. The DA is the ultimate authority responsible for prosecution of crime. The DA and staff visited with legislators dozens of times in the last year to discuss pending legislation and help draft legislation around criminal justice. In addition, the DA occupies a leadership role in the Oregon District Attorneys Association, which also brings issues to the legislature.

The office initiated and oversaw 15 Continuing Legal Education (CLE) sessions attended by law personnel internal and external to the DA's Office.

In addition to the District Attorney this unit includes a First Assistant to the District Attorney, two Administrative Managers, and two Administrative Secretaries who provide support for the DA and senior management.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total number of all staff communications	52	52	52	52
Outcome	Total number of cases resolved	14,752	16,000	12,759	13,000

Performance Measures Descriptions

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.

Oregon Revised Statute (ORS): 8.580. 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	2016	2016	2017	2017
Personnel	\$886,421	\$0	\$982,569	\$0
Materials & Supplies	\$0	\$0	\$23,700	\$0
Internal Services	\$0	\$0	\$2,900	\$0
Total GF/non-GF	\$886,421	\$0	\$1,009,169	\$0
Program Total:	\$886,421		\$1,009,169	
Program FTE	6.00	0.00	6.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 15000-16 Management Services

Department: District Attorney

Program Contact: Jodi Erickson

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The three administrative support services staff provide clerical support and reception for the department's main reception desk as well as mail handling. Personnel ensure a welcoming atmosphere for the District Attorney's office, prompt mail service and initial security for the office.

Program Summary

The Administrative support staff provide a welcoming atmosphere for the average of 22 people who walk into the office each day, in addition to the average of 130 daily phone calls. That number includes the general public, police and other public safety personnel, victims, witnesses and defendants who need assistance. The staff is available to answer phones from 7:30 AM to 6 PM five days a week.

In addition, staff provides mail service to the DA's Office, handling and routing an average of 166 letters and packages each day. All staff are trained in safety and confidentiality, in accordance with Office and County legal and ethical requirements.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Witness subpoenas paid	1,787	2,500	1,452	1,500
Outcome	Amount paid in witness fees	\$13,337	\$18,000	\$10,362	\$12,000

Performance Measures Descriptions

Output - Number of witnesses who turn in a subpoena to the DA reception area after testifying in order to receive payment.

Outcome - The amount paid to witnesses who have turned in their subpoenas after testifying.

Legal / Contractual Obligation

ORS 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

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$322,801	\$0	\$211,740	\$0
Contractual Services	\$70,300	\$0	\$52,500	\$0
Materials & Supplies	\$100,326	\$0	\$141,100	\$0
Internal Services	\$727,083	\$0	\$713,003	\$0
Total GF/non-GF	\$1,220,510	\$0	\$1,118,343	\$0
Program Total:	\$1,220,510		\$1,118,343	
Program FTE	3.00	0.00	3.00	0.00

Program Revenues				
Other / Miscellaneous	\$198,426	\$0	\$440,840	\$0
Total Revenue	\$198,426	\$0	\$440,840	\$0

Explanation of Revenues

Revenue is from seven federal and state grants awarded to offset indirect administrative costs.

Significant Program Changes

Last Year this program was: FY 2016: 15001-16 Administrative Support Services

Department: District Attorney

Program Contact: Karl Kosydar

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The District Attorney's Information Technology Unit provides rapid and economical computer desktop support, as well as all computer software, servers, peripherals and network support. The 6-person unit is responsible for the operation and maintenance of the DA's document management system, Alfresco, and the DA's principal case tracking systems, CRIMES Juvenile and CRIMES Adult; in addition, the unit collects and prepares the Office's statistical data for public consumption. The unit also maintains a Helpdesk for the 200-plus members of the DA's Office, fielding 4,789 calls last year.

Program Summary

The IT Unit is primarily responsible for the acquisition, deployment, maintenance, monitoring, development, upgrade and support of all DA IT systems, including servers, approximately 321 PC's, 46 laptops and 80 tablets, plus operating systems, hardware, software and peripherals. This includes, but is not limited to: case tracking systems for adult and juvenile components; document management and imaging systems; web services for intranet and internet publishing, database administration, data exchanges with external law enforcement and other public safety agencies, report generation, file and print services, email services, mobile access and mobile device services, email spam filtering, document repository services and desktop support services. In addition, the unit oversees data storage, retention, backup and restoration.

This program allows the District Attorney to fulfill a legal responsibility under Oregon state law to maintain a register of official business, in which the District Attorney makes a note of every action, suit or proceeding commenced or defended by the District Attorney in official capacity, and the proceedings therein.

The program's Help Desk is staffed 7:30AM to 5 PM, Monday through Friday, and 9 AM to 5 PM on Saturdays and Sundays.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Help Desk calls	4,789	4,600	4,172	4,200
Outcome	Number of times the DA network failed consequent to an internal cause*	0	0	0	0
Efficiency	Average minutes spent per IT service call	13:57	15:00	14:29	15:00

Performance Measures Descriptions

*New measure.

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
Program Expenses	2016	2016	2017	2017
Personnel	\$815,513	\$0	\$857,447	\$0
Contractual Services	\$2,760	\$0	\$7,000	\$0
Materials & Supplies	\$316,648	\$0	\$388,250	\$0
Internal Services	\$553,823	\$0	\$624,097	\$0
Total GF/non-GF	\$1,688,744	\$0	\$1,876,794	\$0
Program Total:	\$1,688,744		\$1,876,794	
Program FTE	6.00	0.00	6.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 15002-16 Information Technology

Department: District Attorney

Program Contact: Allen Vogt

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

This 5-person program provides all support for the District Attorney's office related to finance, including purchasing, travel and training, budget preparation, fiscal reports, and grant reporting and monitoring, and research/evaluation. It also carries out all human resources functions, including payroll, HR maintenance for SAP, and recruitment. It oversees a budget of approximately \$30M and all HR functions for the office's 210 employees.

Program Summary

This program provides office wide support for finance and human resources functions. The finance staff provides all accounts payable, accounts receivable, general ledger, petty cash accounts, travel & training, fiscal reporting, budget preparation, grant reporting and monitoring, purchasing, inventory, and contracts. HR staff carries out recruitment, payroll, position control, HR maintenance and other human resources functions for the entire District Attorney's Office. Last year the office made hires for many different classes, from OA2 to Deputy District Attorney.

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. The Office uses 100% recycled paper products. Last year the office received 733 applications for 31 hires. Over the last year, the office was fully or partly responsible for the fiscal oversight of 17 different revenue sources.

A new research and evaluation component of the office began May 2015. Since that time the office has completed 5 reports and made 3 presentations.

Finally, the office ensures that witness fees are paid promptly and efficiency. Last year, staff handled over \$13,000 in witness fees to over 1,700 witnesses.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total number of payments made to vendors	3,611	4,100	2,370	3,000
Outcome	Percent of Payments to Vendors paid within 30 days*	87%	--	94%	90%

Performance Measures Descriptions

*This is a new measure.

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.

ORS 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	2016	2016	2017	2017
Personnel	\$506,333	\$0	\$531,266	\$0
Contractual Services	\$3,000	\$0	\$3,200	\$0
Materials & Supplies	\$3,700	\$0	\$4,400	\$0
Internal Services	\$3,439	\$0	\$2,900	\$0
Total GF/non-GF	\$516,472	\$0	\$541,766	\$0
Program Total:	\$516,472		\$541,766	
Program FTE	5.00	0.00	5.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 15003-16 Finance/Human Resources

Department: District Attorney

Program Contact: Jodi Erickson

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The discovery component of this program supports the entire office by processing discovery requests from defense counsel and defendants. The records component supports the entire office by maintaining physical files and records on open and recently closed felony and misdemeanor cases, and docketing court appearances.

Program Summary

The Records/Discovery program fulfills the offices statutory responsibility to provide case specific discovery materials in paper, flash drive, CD, DVD, and hard drive formats to the public and private defense attorneys. The program also provides file storage and retrieval for the entire District Attorney's Office, maintaining over 34,000 closed and open case files at any given time.

Last year this program collected \$384,000 in general fund revenue in the form of fees charged for all discovery packets. For example, last year the program collected \$197,000 in revenue for felony cases and almost \$112,000 in revenue for misdemeanor cases.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total number of discovery packets created	16,287	19,000	15,639	16,000
Outcome	Total discovery revenue	\$384,405	\$375,000	\$314,418	\$340,000
Efficiency	Dollars returned to the general fund for each general fund dollar spent on direct services*	\$53.44	--	--	\$50

Performance Measures Descriptions

*This is a new measure.

Legal / Contractual Obligation

ORS 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]

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	2016	2016	2017	2017
Personnel	\$454,366	\$0	\$438,585	\$0
Contractual Services	\$8,000	\$0	\$8,200	\$0
Materials & Supplies	\$16,500	\$0	\$23,400	\$0
Internal Services	\$111,682	\$0	\$124,023	\$0
Total GF/non-GF	\$590,548	\$0	\$594,208	\$0
Program Total:	\$590,548		\$594,208	
Program FTE	7.00	0.00	6.50	0.00

Program Revenues				
Service Charges	\$350,000	\$0	\$350,000	\$0
Total Revenue	\$350,000	\$0	\$350,000	\$0

Explanation of Revenues

\$350,000 in Discovery Fees

Significant Program Changes

Last Year this program was: FY 2016: 15004-16 Records/Discovery

Department: District Attorney **Program Contact:** Paul Weatheroy**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted**Related Programs:****Program Characteristics:**

Executive Summary

The primary goal of the Victim Assistance and Restitution Recovery Program is to make the criminal justice system more responsive to individual citizens, particularly to victims of crime. To this end, it is the philosophy of the office that every effort be made to maximize victim involvement at every possible stage of a criminal case, and assure the rights of crime victims by investigating the economic loss to victims and ensuring that losses are accurately presented in court.

Program Summary

Victim Advocates work directly with crime victims to explain the criminal justice system, including what rights are available to them; provide court accompaniment; offer referral information to appropriate community services and guide victims through the prosecution process.

The program also provides 24-hour on-call response to victims of sexual assault. We carry out this effort with a team of paid staff and over 40 volunteers. This immediate crisis intervention service is then followed by ongoing support and advocacy throughout the investigation and prosecution of the case.

Currently there is an enhanced focus on improving all aspects of obtaining restitution for victims of crime. As a result of this focus impressive improvements have been made, and other possibilities for improvement are being studied. Last year, the Restitution Recovery Program assisted 2,500 victims, and helped victims claim \$7,000,000 in restitution.

All victims of crimes being prosecuted by the District Attorney's Office receive information about their rights as victims, an opportunity to submit information about their losses for restitution, and notification letters on the case status and disposition.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	The number of cases assigned a victim advocate for the assistance of the crime victim.	1464	2200	3,375	2,500
Outcome	Number of court appearances attended to support the victim.	1103	5400	1944	1,500

Performance Measures Descriptions

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 constitutional rights. ORS 147.22 - 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
Program Expenses	2016	2016	2017	2017
Personnel	\$505,613	\$655,088	\$537,372	\$944,754
Materials & Supplies	\$15,350	\$236	\$28,600	\$72,864
Internal Services	\$24,905	\$0	\$30,427	\$96,826
Total GF/non-GF	\$545,868	\$655,324	\$596,399	\$1,114,444
Program Total:	\$1,201,192		\$1,710,843	
Program FTE	5.54	7.46	6.13	10.87

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$80,116	\$0
Intergovernmental	\$0	\$655,324	\$0	\$1,114,444
Total Revenue	\$0	\$655,324	\$80,116	\$1,114,444

Explanation of Revenues

\$515,269 in Criminal Fine Account (CFAA) funding
\$599,175 in Victims of Crime Act (VOCA) funding

Significant Program Changes

Last Year this program was: FY 2016: 15005A-16 Victims Assistance Program

This program is now combined with last year's Restitution Recovery Program PO 15005B.

During FY2016, significant increases in federal funding from the Victim's of Crime Act (VOCA) became available resulting in the ability to increase staffing by ~4.00 FTE.

Department: District Attorney **Program Contact:** Rod Underhill

Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

Related Programs:
Program Characteristics:

Executive Summary

This program offer funds the Multnomah County Justice Reinvestment Process (MCJRP) Deputy District Attorney and a Legal Assistant 2 to collaborate with agency partners in implementing and modifying (as needed) the MCJRP process that assesses offenders, gathers critical information and encourages sanctions, services and programs designed to reduce recidivism in a cost-effective manner. These efforts are aimed at decreasing reliance on Department of Corrections prison beds.

Program Summary

The MCJRP DDA's efforts focus on improving the criminal case process in order to have the best information available at important decision points throughout the public safety continuum. This includes, but is not limited to:

- providing continuing education and training of MCDA prosecutors on risk assessment and the MCJRP process and serving as a resource and liaison on MCJRP matters to prosecutors and defense attorneys as cases progress through the system.
- Working with agency partners to collaborate on modifications to the process or program, if necessary; and
- Attending BM11 and BM57 meetings to assist with, and facilitate discussions about, MCJRP Assessment evaluations.

The MCJRP DDA participates in workgroups and meetings such as the Justice Reinvestment workgroup, Re-Entry Council, Specialty Courts Subcommittee, Measuring Outcomes Subcommittee, Metro Regional Implementation Council, and other local work-groups to discuss effective programming, jail/prison usage, victim input/impact considerations, and recidivism. The attorney works closely with the Data Team Collaborative on baseline and outcome data.

The MCJRP DDA regularly staffs cases with MCJRP probation officers in an effort to monitor offender progress and performance in the program and in treatment (if applicable). This involves weekly or monthly staffing events of approximately 250 to 300 cases on the Intensive Supervision caseload. Through these case staffing events, particular attention is paid to an offender's restitution payment efforts. The MCJRP DDA also monitors second sentences (probation revocation) for prison intake trends.

The MCJRP DDA provides supervision and oversight to the Restitution Unit, particularly as it relates to MCJRP cases. The MCJRP DDA participates in restitution policy discussions, collaborates with agency partners on restitution issues, and provides guidance to the restitution team comprised of a DDA, CLS Interns and MCDA staff.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of defendants interviewed for potential diversion	1106	1106	1106	1106
Outcome	Number of defendants diverted from prison	243	243	243	243

Performance Measures Descriptions

Output - Number of defendants interviewed for potential diversion

Outcome - Number of defendants diverted from prison

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$214,138	\$0	\$265,605
Materials & Supplies	\$0	\$0	\$1,000	\$0
Internal Services	\$0	\$21,842	\$1,000	\$40,638
Total GF/non-GF	\$0	\$235,980	\$2,000	\$306,243
Program Total:	\$235,980		\$308,243	
Program FTE	0.00	1.00	0.00	1.50

Program Revenues				
Indirect for Dept. Admin	\$16,039	\$0	\$33,626	\$0
Intergovernmental	\$0	\$235,980	\$0	\$299,140
Beginning Working Capital	\$0	\$0	\$0	\$7,103
Total Revenue	\$16,039	\$235,980	\$33,626	\$306,243

Explanation of Revenues

\$306,243 in revenue from the State of Oregon HB 3194.

Significant Program Changes

Last Year this program was: FY 2016: 15010-16 HB3194 Justice Reinvestment - DA Program Coordinator

Department: District Attorney **Program Contact:** Karl Kosydar
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted
Related Programs: 15002-17
Program Characteristics: One-Time-Only Request

Executive Summary

Collaborative project with the Department of County Assets (DCA) IT department to replace the District Attorney's case management system (CRIMES) used in the administration for all Adult and Juvenile cases including information on hearings, judgments, defendants, witnesses, and victims. This program offer funds a team of 2.00 FTE to work on the CRIMES replacement project.

Program Summary

For the past 14 years the CRIMES case management has allowed MCDA to meet the legislative requirement of keeping an official record of all District Attorney court proceedings including information on hearings, judgments, defendants, witnesses, and victims.

This project was kicked off during the FY2016 budget cycle with funding to DCA of \$100,00 to assist MCDA in the planning, vendor identification, and contracting for the project. With the planning, vendor identification, and have been completed and initial contracting stages of the project team completed, upon funding of this program offer, the joint project team is ready to move forward with final contracting and implementation stages of the project.

The project timeline and these costs are based on current estimates to complete by June 2017. Training costs are included in implementation services and MCDA implementation team costs and does not require any DCA Talent Development resources. Ongoing support costs (e.g. licensing, ongoing training, updates / upgrades, hardware refresh, MCDA or DCA personnel, etc.) are not included in the FY17 funding request; these will be calculated as soon as they can based on the final project costs and will be included in FY18 and beyond. Contingency anticipates that data conversion / migration, training, change management, configuration, licensing needs, etc. are estimated costs at this time; those costs will be updated when additional detailed planning is completed.

Standing up the hardware is included in existing rates from Tech Services to support normal activities for MCDA because the amount of hardware doesn't require incremental resources in County IT.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Software Modules developed, installed, tested, and accepted for use	--	--	--	26
Outcome	Employees trained on the new system	--	--	--	150

Performance Measures Descriptions

Legal / Contractual Obligation

ORS 8.7000 requires the District Attorney to keep a register of official business, which is accomplished via the case management system.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$270,030	\$0
Contractual Services	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$0	\$270,030	\$0
Program Total:	\$0		\$270,030	
Program FTE	0.00	0.00	2.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: District Attorney **Program Contact:** Chuck Sparks
Program Offer Type: Administration **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Chief Deputy DA provides leadership, policy direction, long and short range planning and daily operational oversight for Division I, which is responsible for protecting some of the most vulnerable children, adults and families in the County. This division includes the Multi-Disciplinary Child Abuse Team, Domestic Violence, Juvenile Trial Court, and Support Enforcement Units. The Chief DDA directs these activities on behalf of children and families in a variety of leadership and liaison positions inside and outside the office.

Program Summary

The Chief Deputy District Attorney of Division I is a member of senior level management with specific division level responsibilities. The Chief Deputy has direct and daily oversight responsibility for the Domestic Violence and Human Trafficking Unit (12 staff), Juvenile Unit (19 staff), Multidisciplinary Child Abuse Team (7 staff) and Child Support Enforcement Unit (26 staff).

The Chief Deputy provides leadership, policy direction, strategic planning, problem solving and daily operational oversight for the division, which directly affects the lives and safety of children, teens, domestic violence survivors and families in Multnomah County. Division 1 works with children and families to investigate and prosecute child abuse and domestic violence, protect vulnerable children who were subject to abuse and neglect in the home, hold delinquent youth accountable while involving their families in the solutions, and ensure the timely payment of child support for families.

The Division 1 Chief Deputy performs a critical, family justice liaison role with outside partners, including Child Protective Services, Department of Community Justice, police agencies, non-profit partners, the defense bar, and the court by serving on numerous collaborative working groups. These include the Family Violence Coordinating Council, Sexual Assault Response Team (SART), Domestic Violence Court Working Group, Domestic Violence Fatality Review Team, Multidisciplinary Child Abuse Team Executive Committee, Department of Community Justice Working Group, Juvenile Justice Council, State and Local Child Fatality Review Team, LPSCC–Racial and Ethnic Disparities Subcommittee, Domestic Violence Fatality Review Team, Juvenile Justice Task Force, and the Sexual Assault Response Team.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Domestic Violence and Child Abuse cases reviewed	3,419	3,400	3,300	3,350
Outcome	Number of Domestic Violence and Child Abuse cases resolved	1,228	1,325	1,503	1,400

Performance Measures Descriptions

Legal / Contractual Obligation

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	2016	2016	2017	2017
Personnel	\$262,714	\$0	\$279,539	\$0
Materials & Supplies	\$3,100	\$0	\$1,200	\$0
Internal Services	\$0	\$0	\$500	\$0
Total GF/non-GF	\$265,814	\$0	\$281,239	\$0
Program Total:	\$265,814		\$281,239	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 15100-16 Division I Administration

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
Program Expenses	2016	2016	2017	2017
Personnel	\$1,073,041	\$1,905,921	\$1,419,206	\$1,917,313
Contractual Services	\$0	\$20,000	\$7,000	\$21,746
Materials & Supplies	\$0	\$0	\$22,900	\$0
Internal Services	\$112,023	\$0	\$122,128	\$0
Total GF/non-GF	\$1,185,064	\$1,925,921	\$1,571,234	\$1,939,059
Program Total:	\$3,110,985		\$3,510,293	
Program FTE	8.74	14.76	12.07	11.96

Program Revenues				
Intergovernmental	\$0	\$1,925,921	\$0	\$1,939,059
Total Revenue	\$0	\$1,925,921	\$0	\$1,939,059

Explanation of Revenues

\$227,884 State of Oregon Juvenile Dependency
 \$1,342,426 State of Oregon Termination of Parental Rights
 \$368,749 Title IV-e

Significant Program Changes

Last Year this program was: FY 2016: 15101A-16 Juvenile Court Trial Unit

Last year this program offer was presented in two program offers 15101A-16 Juvenile Court Trial Unit and 15101B-16 Juvenile Dependency

Department: District Attorney **Program Contact:** Chuck Sparks**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted**Related Programs:****Program Characteristics:**

Executive Summary

The Domestic Violence program screens and prosecutes all domestic violence cases, violations of restraining orders and human trafficking crimes. This unit is made up of 8 DDAs and one fellowship attorney all of which are supervised by one Senior DDA. This unit has three support staff including a legal assistant, a subpoena clerk and an issuing clerk. This high volume unit prosecutes more than 1,400 domestic violence and human trafficking cases annually. This unit provides outreach and access to support services for all domestic violence victims including under-served populations.

Program Summary

The Domestic Violence unit prosecutes all types of family or intimate partner violence including assaults, sex crimes, and homicides. Last year the unit screened and prosecuted 1,403 domestic violence cases including 607 misdemeanors, 426 felonies, and 370 restraining order violations. The crimes include all level of assault, sexual assault, kidnapping, harassment, compelling and promoting prostitution and homicides. The unit works with our Victim Assistance program to assign an advocate to each case to provide outreach and access to support services for all victims of domestic violence and their families.

The unit works in collaboration with state and local law enforcement, the Multnomah County Department of Community Justice and a variety of local nonprofit domestic violence organizations and shelters. For example, the unit works closely with the Portland Police Bureau Domestic Violence Reduction Unit (DVRU) and the Domestic Violence Emergency Response Team (DVERT). The Senior Deputy of this unit is an Executive Committee member for the Family Violence Coordination Council and, the Domestic Violence Fatality Review, the DV court workgroup and is the Co-Chair of the local Chapter of Justice Jammers, a work group that meets to identify gaps in the justice system affecting domestic violence victim's safety and offender accountability.

The Domestic Violence Unit participates in the Deferred Sentencing program for eligible offenders. This program allows first time offenders an opportunity to earn a dismissal of the charge upon successful completion of a highly supervised and closely monitored program of batterer's intervention strategies and counseling. The Domestic Violence Unit works with the county's Adult Protective Services agency to provide a specialized emphasis on the prosecution of elder abuse cases within Multnomah County. This unit acts a resource for training of community partners and state and local law enforcement agencies. The unit targets human trafficking offenders with two attorneys specially assigned to this role. The unit dedicates a full time attorney to mental health court and civil commitments for the county.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	All Domestic Violence Cases Issued (Felony, Misdemeanor, Violation of Restraining Order)	1403	1450	1665	1500
Outcome	All Domestic Violence Cases Resolved (Felony Misdemeanor, Violation of Restraining Order)	1056	1220	1299	1300
Output	All Domestic Violence Cases Reviewed (Felony Misdemeanor, Violation of Restraining Order)*	3027	--	2970	3000

Performance Measures Descriptions

*This is a new measure.

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	2016	2016	2017	2017
Personnel	\$1,601,212	\$55,848	\$1,627,304	\$48,552
Contractual Services	\$15,400	\$0	\$37,000	\$0
Materials & Supplies	\$22,600	\$0	\$21,020	\$0
Internal Services	\$6,376	\$2,792	\$7,930	\$2,428
Total GF/non-GF	\$1,645,588	\$58,640	\$1,693,254	\$50,980
Program Total:	\$1,704,228		\$1,744,234	
Program FTE	11.62	0.38	11.70	0.30

Program Revenues				
Indirect for Dept. Admin	\$2,050	\$0	\$2,009	\$0
Intergovernmental	\$0	\$58,640	\$0	\$50,980
Total Revenue	\$2,050	\$58,640	\$2,009	\$50,980

Explanation of Revenues

\$50,980 State of Oregon for Child Abuse Multidisciplinary Intervention (CAMI).

Significant Program Changes

Last Year this program was: FY 2016: 15102-16 Domestic Violence Unit

Department:	District Attorney	Program Contact:	Chuck Sparks
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics:			

Executive Summary

This group of 4 Deputy District Attorneys and 3 support staff has three primary functions: (1) Prosecute felony crimes involving child victims including homicide, physical abuse, abandonment and neglect, sexual exploitation and sexual assault of children where the perpetrator is considered family, (2) Protect vulnerable children through litigating dependency cases in juvenile court; and (3) Coordinate the Multi-Disciplinary Child Abuse Team's child protection efforts and develop practices and policies to investigate and prosecute abuse while working to help keep children safe.

Program Summary

The Multidisciplinary Child Abuse Team (MDT) is part of a larger team comprised of representatives from law enforcement, public schools, hospitals, courts, health departments, the Oregon Department of Human Services (DHS), and the Oregon Department of Employment Child Care Division. The team provides services to child victims, minimizes the number of victim interviews, prevents abuse of other potential victims, advances public safety and increases the effectiveness of prosecution of both criminal and dependency cases.

MDT is located at the Gateway Children's Center campus and co-housed with the Child Abuse Hotline and a specialized police unit comprised of detectives from the Portland Police Bureau and the Gresham Police Department. Last year, this program prosecuted some of the most troubling homicides and serious felony sexual and physical assaults against children in the county. This team reviews all fatalities which involve a child under the age of 18 years. Deputy District Attorneys also work with DHS and other agencies to protect children who are abused and neglected.

Last year, attorneys litigated some of the most high risk/high lethality child protection cases in Juvenile Court. With the court, DHS and other agencies and community partners the office fashions plans that 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, with the goal that the child(ren) will be returned and the need for court involvement ended.

MDT DDAs coordinate discussion and resolution of inter-agency issues, assist in training with agencies involved in child abuse, participate in policy meetings regarding child abuse and neglect, prepare and update the protocols for the larger MDT, and advise community partners on child abuse legal issues. The Senior Deputy District Attorney is on call 24/7 to assist law enforcement, medical personnel and DHS. This program also coordinates the distribution of state Child Abuse Multidisciplinary intervention (CAMI) funds to a variety of local partners on an annual basis for projects/services associated with child abuse intervention.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	The number of child abuse and MDT cases reviewed	198	60	165	170
Outcome	The number of children protected on pre-adjudicated AND active reviews (cases resolved)	86	100	102	90
Outcome	The percent of successful prosecutions (resolved/issued) that kept children safe*	85%	--	90%	90%

Performance Measures Descriptions

*This is a new measure.

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	2016	2016	2017	2017
Personnel	\$906,884	\$179,234	\$688,280	\$185,359
Contractual Services	\$30,700	\$583,318	\$35,500	\$709,653
Materials & Supplies	\$11,550	\$20,730	\$13,000	\$39,860
Internal Services	\$79,352	\$39,164	\$54,764	\$46,743
Total GF/non-GF	\$1,028,486	\$822,446	\$791,544	\$981,615
Program Total:	\$1,850,932		\$1,773,159	
Program FTE	5.00	2.00	3.97	2.00

Program Revenues				
Indirect for Dept. Admin	\$28,759	\$0	\$38,678	\$0
Intergovernmental	\$0	\$822,446	\$0	\$981,615
Total Revenue	\$28,759	\$822,446	\$38,678	\$981,615

Explanation of Revenues

\$981,615 State of Oregon for Child Abuse Multidisciplinary Intervention (CAMI)

Significant Program Changes

Last Year this program was: FY 2016: 15103-16 MDT - Child Abuse Unit

Department: District Attorney **Program Contact:** Chuck Sparks
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The three DAs and 21 staff of the Multnomah County District Attorney's Support Enforcement Division (SED) establishes, modifies and enforces paternity, child support and medical support orders for the families of Multnomah County as part of The Oregon Child Support Program (OCSP) by working with both parents to provide the financial and emotional support their children need to grow and thrive. OCSP delegates the authority of non-public assistance cases to county district attorney's offices.

Program Summary

The Child Support Enforcement (CSE) Program, operated by the Support Enforcement Division (SED), was enacted in 1975 as a federal-state-local partnership. The federal government reimburses each state 66% of all allowable expenditures on CSE activities, including staffing costs. The federal government's funding is "open-ended" in that it pays its percentage of expenditures by matching the amounts spent by state and local governments with no upper limit or ceiling. Last year the SED received \$1,942,518 in federal funding.

Operating in two locations (Downtown and East County), the SED routinely carries an average caseload of approximately 7500 cases and collects approximately \$31 million annually. Every dollar collected (less a \$25 annual fee) is sent directly to custodial parents for the benefit of the children in our community, providing a critical safety net for families. Last year the program collected 77.4% of funds owed to custodial parents.

SED, using automated, administrative, and judicial means to enforce court orders, currently collects support every month, resulting in payments benefiting over 10,000 children in our community. SED also works with the courts to offer those that are unable to meet their obligations with tools to do so such as assistance with job placement, addiction evaluations, and mental health services referrals.

In addition to enforcing child support and medical support orders SED also assists families by establishing paternity, establishing support and medical orders, modifying support orders to ensure a fair support amount, and establishing arrears on past support owed.

SED works with all 50 states, local tribes, and US territories, to cooperatively provide child support services. In addition, OCSP and CSE have reciprocity agreements with over 30 foreign nations.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average number of families (cases) assisted each month	6,706	7,000	7,500	7,000
Outcome	Amount of child support collected	\$30M	\$30M	\$31M	\$31M
Efficiency	Percent of owed child support collected*	77.4%	--	78%	78%

Performance Measures Descriptions

*New measure. Federal fiscal year.

Legal / Contractual Obligation

ORS 25.080 provides the statutory authority and responsibility for the Multnomah County District Attorney Support Enforcement Division per intergovernmental agreement with the Division of Child Support, Oregon Department of Justice.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$596,429	\$1,951,535	\$553,906	\$2,086,703
Contractual Services	\$0	\$10,000	\$0	\$10,000
Materials & Supplies	\$0	\$38,097	\$0	\$38,097
Internal Services	\$121,101	\$363,275	\$100,890	\$467,013
Total GF/non-GF	\$717,530	\$2,362,907	\$654,796	\$2,601,813
Program Total:	\$3,080,437		\$3,256,609	
Program FTE	4.09	21.91	5.54	20.46

Program Revenues				
Indirect for Dept. Admin	\$129,455	\$0	\$264,176	\$0
Fees, Permits & Charges	\$0	\$26,201	\$0	\$30,955
Intergovernmental	\$0	\$2,336,706	\$0	\$2,510,655
Beginning Working Capital	\$0	\$0	\$0	\$60,203
Total Revenue	\$129,455	\$2,362,907	\$264,176	\$2,601,813

Explanation of Revenues

\$2,307,384 Federal Department of Justice
 \$234,226 State of Oregon Department of Justice
 \$60,203 Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2016: 15104-16 Child Support Enforcement

Department: District Attorney

Program Contact: Kirsten Snowden

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

This program funds a Chief Deputy District Attorney who provides leadership, policy direction, long and short range planning and daily operational oversight for Division II over the 57.5 person (26.5 DDAs, 10 interns and 21 support staff) trial units comprised.

Program Summary

The Chief Deputy District Attorney of Division II is a member of senior level management with specific division level responsibilities to provide leadership, policy direction, long and short range planning and daily operational oversight. The Chief DDA has direct and daily oversight responsibility of the UC/Gangs felony trial unit, the Misdemeanor trial unit and Intake.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Misdemeanor Trial, Intake, Community Court, and Neighborhood DA cases reviewed	23,506	22,000	16,902	18,000
Outcome	Number of Misdemeanor Trial, Intake, Community Court, and Neighborhood DA cases issued	18,605	17,700	13,134	15,000

Performance Measures Descriptions

Legal / Contractual Obligation

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	2016	2016	2017	2017
Personnel	\$394,670	\$0	\$435,605	\$0
Contractual Services	\$0	\$0	\$12,000	\$0
Materials & Supplies	\$0	\$0	\$1,500	\$0
Internal Services	\$0	\$0	\$1,000	\$0
Total GF/non-GF	\$394,670	\$0	\$450,105	\$0
Program Total:	\$394,670		\$450,105	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 15200-16 Division II Administration

Department: District Attorney **Program Contact:** Kirsten Snowden
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Felony Trial Unit C/Gangs prosecutes a variety of very serious and mid-level felony crimes including: homicides, robberies, weapons offenses, gang crimes, vehicular homicides and assaults, arson, residential burglaries and felony animal abuse. These crimes are predominantly person crimes, and many of the violent cases handled by this unit have long-lasting effects on the victimized community members. Last year this unit reviewed 928 cases.

Program Summary

This 11.5 FTE program (8.5 DDAs 3 support staff) works closely with federal, state and local law enforcement agencies to prosecute serious person and property crimes, including those cases involving homicides, vehicular assaults and homicides, crimes involving gangs, weapons possession by felons, arson, animal abuse, all degrees of robberies, and residential burglaries. Unit C/Gangs works cooperatively with state and local law enforcement agencies and community partners to target and reduce the instances of gang related crime through aggressive enforcement and prosecution. In the continuum of prosecution services, this unit prosecutes mostly high risk and some medium level offenders, and many cases handled in Unit C/Gangs have high visibility in the community. The program also works cooperatively with the Portland Police Bureau, Multnomah County Sheriff's Office, Gresham Police Bureau, and other local law enforcement agencies in the County to promote better case investigation and development by consulting with and training officers in the complex legal issues these cases present. Members of the unit are available to officers with questions 24 hours per day, 7 days per week. Additionally, the unit works with the Bureau of Alcohol, Tobacco and Firearms and the US Attorney's Office to reduce by vigorous prosecution the illegal use, possession and transfer of firearms. Hundreds of these weapons cases are handled annually, resulting in both state and federal prosecutions. A key goal to the Unit C/Gangs program is to make sure that offenders are held accountable for their criminal behavior and that the rights of victims are protected. The program seeks to hold 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Cases issued	742	700	822	800
Outcome	Cases resolved	626	700	732	700

Performance Measures Descriptions

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	2016	2016	2017	2017
Personnel	\$1,721,636	\$22,659	\$1,763,138	\$0
Contractual Services	\$22,900	\$0	\$26,900	\$0
Materials & Supplies	\$11,200	\$0	\$16,850	\$0
Internal Services	\$14,692	\$1,196	\$15,478	\$0
Total GF/non-GF	\$1,770,428	\$23,855	\$1,822,366	\$0
Program Total:	\$1,794,283		\$1,822,366	
Program FTE	10.87	0.13	11.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$878	\$0	\$0	\$0
Intergovernmental	\$0	\$23,855	\$0	\$0
Total Revenue	\$878	\$23,855	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 15201-16 Unit C/Gangs - Robbery, Weapons



Program #15201B - Unit C – Deputy District Attorney (0.50 FTE) 6/30/2016

Department: District Attorney **Program Contact:** Kirsten Snowden
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 15201A-17
Program Characteristics:

Executive Summary

Felony Trial Unit C/Gangs prosecutes a variety of very serious and mid-level felony crimes including: homicides, robberies, weapons offenses, gang crimes, vehicular homicides and assaults, arson, residential burglaries and felony animal abuse. These crimes are predominantly person crimes, and many of the violent cases handled by this unit have long-lasting effects on the victimized community members. Last year this unit reviewed 928 cases.

Program Summary

This program works closely with federal, state and local law enforcement agencies to prosecute serious person and property crimes, including those cases involving homicides, vehicular assaults and homicides, crimes involving gangs, weapons possession by felons, arson, animal abuse, all degrees of robberies, and residential burglaries. Unit C/Gangs works cooperatively with state and local law enforcement agencies and community partners to target and reduce the instances of gang related crime through aggressive enforcement and prosecution. In the continuum of prosecution services, this unit prosecutes mostly high risk and some medium level offenders, and many cases handled in Unit C/Gangs have high visibility in the community. The program also works cooperatively with the Portland Police Bureau, Multnomah County Sheriff's Office, Gresham Police Bureau, and other local law enforcement agencies in the County to promote better case investigation and development by consulting with and training officers in the complex legal issues these cases present. Members of the unit are available to officers with questions 24 hours per day, 7 days per week. Additionally, the unit works with the Bureau of Alcohol, Tobacco and Firearms and the US Attorney's Office to reduce by vigorous prosecution the illegal use, possession and transfer of firearms. Hundreds of these weapons cases are handled annually, resulting in both state and federal prosecutions. A key goal to the Unit C/Gangs program is to make sure that offenders are held accountable for their criminal behavior and that the rights of victims are protected. The program seeks to hold 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Cases issued	46	44	51	50
Outcome	Cases resolved	39	44	46	44

Performance Measures Descriptions

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	2016	2016	2017	2017
Personnel	\$94,610	\$0	\$98,070	\$0
Total GF/non-GF	\$94,610	\$0	\$98,070	\$0
Program Total:	\$94,610		\$98,070	
Program FTE	0.50	0.00	0.50	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 15201-16 Unit C/Gangs - Robbery, Weapons

This program offer is a restoration of a cut made to program offer 15201A-17 - Unit C/Gangs due to a reduction in general fund allocation.

Department: District Attorney **Program Contact:** Kirsten Snowden
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

This 27-person program (11 DDAs, 16 Support Staff) holds offenders accountable by providing prosecution services for misdemeanor crimes. Intake attorneys review and issue charging documents on misdemeanor cases and directly respond to a variety of inquiries from members of the public regarding criminal law issues, and the criminal process in Multnomah County.

Program Summary

This program works collaboratively with the State courts and local law enforcement agencies to prosecute all misdemeanor crimes except those involving domestic violence. The attorneys assigned to Intake screen, issue or reject for prosecution misdemeanor offenses such as driving under the influence of intoxicants (DUI), resisting arrest, assault, sex abuse, theft, prostitution, stalking, trespass, strangulation and disorderly conduct. Intake attorneys also handle court appearances at the Justice Center including arraignments, DUI Diversion entries, Community Court and early resolution cases.

Cases involving non-violent offenders can also now be referred to the Community Courts located in downtown Portland and Gresham. These courts not only issue sanctions against offenders but also provide access to needed social services such as alcohol treatment, drug treatment and mental health services. With over 9,000 cases processed each year, the Community Courts offer a cost-effective collaboration between the state courts, prosecution and social service providers.

Attorneys assigned to the Misdemeanor Trial Unit prepare cases for trial and represent the State of Oregon in misdemeanor jury and bench trials. These attorneys also appear in court on other matters including pleas, sentencings, probation violation hearings, and restitution hearings. Attorneys in the trial unit work collaboratively with the Neighborhood DA program by prosecuting their issued cases. Most non-violent offenders qualify for "Community Court" where they can earn a reduction or dismissal of their charges by giving back to local neighborhoods through community service while getting connected with needed social service programs. Offenders who decline or are ineligible for "Community Court" are prosecuted by the attorneys in the Misdemeanor Trial Unit. Because of the large volume of cases and the continued expansion of East County, prosecutors present cases to courts located in downtown Portland and also in Gresham.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Cases issued	10,338	16,000	9,906	10,000
Outcome	Cases resolved	9,520	11,000	7,608	8,500

Performance Measures Descriptions

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	2016	2016	2017	2017
Personnel	\$2,512,750	\$0	\$2,464,634	\$14,485
Contractual Services	\$46,675	\$0	\$29,700	\$0
Materials & Supplies	\$34,250	\$0	\$81,025	\$0
Internal Services	\$98,928	\$0	\$169,333	\$0
Total GF/non-GF	\$2,692,603	\$0	\$2,744,692	\$14,485
Program Total:	\$2,692,603		\$2,759,177	
Program FTE	26.00	0.00	24.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$14,485
Total Revenue	\$0	\$0	\$0	\$14,485

Explanation of Revenues

\$14,485 Northwest University Pritzker Fellowship Program

Significant Program Changes

Last Year this program was: FY 2016: 15202-16 Misdemeanor Trial Unit, Intake, Community

The program offer staffing is reduced by 1.00 FTE Deputy District Attorney in order to meet budgetary constraints.

Department: District Attorney **Program Contact:** Kirsten Snowden
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Neighborhood District Attorney Program is comprised of 7 neighborhood-based Deputy District Attorneys and 2 support staff who work directly with local individual citizens, community groups, neighborhood associations, business associations and law enforcement agencies in communities throughout Multnomah County to identify and develop strategies to combat quality of life crimes and improve neighborhood livability. NDAs also review and issue charging documents on misdemeanor cases throughout the county. Last year the program reviewed over 3,600 cases.

Program Summary

This nationally recognized model program engages a variety of community, business and law enforcement partners in identifying crime issues and developing strategies within a community to combat quality of life crime in neighborhoods throughout Multnomah County. The Neighborhood prosecutors are strategically located in East, North/Northeast, West and the Gresham police precincts. Each Neighborhood District Attorney (NDA) is responsible for working with police, other government agencies, businesses and citizens to improve the quality of life in the areas they serve. This includes keeping police officers up to date on criminal law changes, making the criminal justice system user-friendly for responsible area businesses, marshaling prosecution resources to solve entrenched neighborhood problems, attending community meetings and providing legal tools for citizens and police to use to improve their quality of life, such as collaborating on partnership agreements, business trespass agreements, drug impact areas, focused prosecutions and involving citizens to obtain search warrants to close neighborhood drug houses.

Specialized prosecutors are contracted with Lloyd Business District (107 cases issued) and Tri-Met (643 cases issued) to prosecute crimes and solve crime problems specific to those entities. There is also one additional prosecutor in the North/Northeast area assigned to coordinate county-wide misdemeanor gang prosecutions and probation with the Portland Police and Multnomah County Circuit Court in an effort to have these emerging gang members mentored by area pastors and community leaders. In addition the program issues approximately one half of all misdemeanors processed by the office, including quality-of-life misdemeanors such as drinking, camping, graffiti, drugs and prostitution.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Cases issued	3,676	5,000	3,228	3,500
Outcome	Neighborhood DAs problem solving contacts: citizens, law enforcement, businesses, and neighborhood assocs.	31,633	28,000	27,920	29,500

Performance Measures Descriptions

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	2016	2016	2017	2017
Personnel	\$1,045,790	\$343,325	\$1,137,819	\$323,430
Contractual Services	\$0	\$0	\$150	\$0
Materials & Supplies	\$17,900	\$0	\$15,500	\$25,138
Internal Services	\$15,483	\$0	\$12,262	\$7,302
Total GF/non-GF	\$1,079,173	\$343,325	\$1,165,731	\$355,870
Program Total:	\$1,422,498		\$1,521,601	
Program FTE	7.07	1.93	7.28	1.72

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$6,042	\$0
Intergovernmental	\$0	\$61,692	\$0	\$55,021
Other / Miscellaneous	\$25,000	\$281,633	\$28,000	\$300,849
Total Revenue	\$25,000	\$343,325	\$34,042	\$355,870

Explanation of Revenues

\$34,042 in SBAD (John's School) revenue for the County General Fund.
 \$55,021 Justice Assistance Grant
 \$75,000 Lloyd Business Improvement District
 \$225,849 in revenue from TriMet

Significant Program Changes

Last Year this program was: FY 2016: 15203A-16 Neighborhood DA Program

Last year this program was presented as three separate program offers: 15203A-Neighborhood DA Program, 15203B-Rockwood Neighborhood Program, 15203C-Albina Neighborhood Program

Department: District Attorney **Program Contact:** Paul Weatheroy
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Investigation unit provides case specific felony investigation, evidence gathering, witness interviews and transport, subpoena service and other trial assistance.

Program Summary

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Subpoenas issued	6,072	6,800	5,496	5,750
Outcome	Subpoenas served	4,284	6,000	3,176	3,500

Performance Measures Descriptions

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

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$272,153	\$51,980	\$268,807	\$53,630
Contractual Services	\$33,985	\$0	\$34,000	\$0
Materials & Supplies	\$15,500	\$0	\$29,500	\$0
Internal Services	\$92,933	\$0	\$97,770	\$0
Total GF/non-GF	\$414,571	\$51,980	\$430,077	\$53,630
Program Total:	\$466,551		\$483,707	
Program FTE	2.55	0.45	2.51	0.49

Program Revenues				
Intergovernmental	\$0	\$51,980	\$0	\$53,630
Total Revenue	\$0	\$51,980	\$0	\$53,630

Explanation of Revenues

\$53,630 City of Gresham.

Significant Program Changes

Last Year this program was: FY 2016: 15204-16 Investigations

Department: District Attorney

Program Contact: Don Rees

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

This program funds a Chief Deputy District Attorney who provides leadership, policy direction, long and short range planning and daily operational oversight for Division III.

Program Summary

The Chief Deputy District Attorney of Division III is a member of senior level management with specific division level responsibilities. The Chief Deputy has direct and daily oversight responsibility over the 23.5 DDA staff working in felony trial units A, B, D, and the Pretrial Unit.

The Chief Deputy provides leadership, policy direction, long and short range planning and daily operational oversight.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total number of Property Crime, Drug Crime, Violent Crime, and Pre-Trial Felony cases reviewed	5,364	5,900	4,740	5000
Outcome	Total number of Property Crime, Drug Crime, Violent Crime, and Pre-Trial Felony cases issued	3,703	4,000	3,192	3500
Outcome	Total number of Property Crime, Drug Crime, Violent Crime, and Pre-Trial Felony cases resolved*	3,464	--	3,018	3200

Performance Measures Descriptions

*This is a new measure.

Legal / Contractual Obligation

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	2016	2016	2017	2017
Personnel	\$262,714	\$0	\$279,539	\$0
Materials & Supplies	\$6,500	\$0	\$5,100	\$0
Internal Services	\$1,194	\$0	\$1,122	\$0
Total GF/non-GF	\$270,408	\$0	\$285,761	\$0
Program Total:	\$270,408		\$285,761	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 15300-16 Division III Administration

Department: District Attorney **Program Contact:** Don Rees
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Unit A, the felony trial unit designated to handle property crimes, holds offenders accountable by prosecuting fraud, auto theft, forgery, identity theft, white collar crime and theft and criminal mistreatment crimes that target the elderly. These are mid-level offenders within the public safety system.

Program Summary

This program housing 8.5 DDAs 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, such as auto theft, forgery, commercial burglaries, criminal mischief (damage to property) and fraud and theft crimes against the elderly. Last year the program reviewed 1950 cases.

This program also reviews and prosecutes crimes involving theft of identity which continues to be significant. 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, and 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 a key to making sure that offenders are held accountable for their criminal behavior.

This unit is also responsible for staffing and participating in the Success Through Accountability, Restitution, and Treatment (START) court program which is a post-sentencing drug court providing supervision and drug treatment for property offenders.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Cases issued	1,209	1,200	1,068	1100
Outcome	Cases resolved	1,081	1,100	1,002	1050

Performance Measures Descriptions

Output - the number of cases for which a charging document has been created in this unit.
Outcome - the number of cases completed and closed in this 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	2016	2016	2017	2017
Personnel	\$1,772,201	\$76,880	\$1,838,807	\$70,748
Contractual Services	\$10,250	\$0	\$12,700	\$0
Materials & Supplies	\$8,800	\$0	\$15,450	\$0
Internal Services	\$8,128	\$7,688	\$7,300	\$0
Total GF/non-GF	\$1,799,379	\$84,568	\$1,874,257	\$70,748
Program Total:	\$1,883,947		\$1,945,005	
Program FTE	13.26	0.74	13.33	0.67

Program Revenues				
Indirect for Dept. Admin	\$5,645	\$0	\$0	\$0
Intergovernmental	\$0	\$84,568	\$0	\$70,748
Total Revenue	\$5,645	\$84,568	\$0	\$70,748

Explanation of Revenues

\$70,748 State of Oregon Success Through Accountability, Restitution, and Treatment (START)

Significant Program Changes

Last Year this program was: FY 2016: 15301-16 Unit A - Property Crimes

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 attorneys 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	2016	2016	2017	2017
Personnel	\$63,670	\$0	\$72,238	\$0
Total GF/non-GF	\$63,670	\$0	\$72,238	\$0
Program Total:	\$63,670		\$72,238	
Program FTE	0.50	0.00	0.50	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 15301-16 Unit A - Property Crimes

This program offer is a restoration of a cut made to program offer 15301A-17 - Unit A due to a reduction in general fund allocation.

Department: District Attorney **Program Contact:** Don Rees
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 15302B-17
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; supplying contraband; tampering with drug records; crimes related to illegal gambling; money laundering and child neglect in the first degree involving controlled substances. Unit B works closely with local law enforcement to identify and clean areas within the County that have a high level of drug activity, and supports and promotes programs designed to the effective treatment of drug addiction.

Program Summary

This 5-DDA program engages in the review and prosecution of cases involving drug and vice crimes such as the manufacture, distribution and possession of controlled substances; supplying contraband; tampering with drug records; crimes related to illegal gambling; money laundering and child neglect in the first degree involving controlled substances. 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 cooperatively with other state and local and federal 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 low, mid-level and high-level offenders and is key to making sure that offenders are held accountable for their criminal behavior. This program responds, investigates, and reviews drug overdose death cases and prosecutes offenders responsible for drug related deaths where appropriate.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Cases issued	1,791	2,000	1,503	1650
Outcome	Cases resolved	1,676	2,000	1,452	1550

Performance Measures Descriptions

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	2016	2016	2017	2017
Personnel	\$941,694	\$0	\$1,062,319	\$0
Contractual Services	\$800	\$0	\$500	\$0
Materials & Supplies	\$12,200	\$0	\$14,770	\$0
Internal Services	\$14,276	\$0	\$12,677	\$0
Total GF/non-GF	\$968,970	\$0	\$1,090,266	\$0
Program Total:	\$968,970		\$1,090,266	
Program FTE	8.00	0.00	8.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 15302-16 Unit B - Drugs/Vice

Department: District Attorney **Program Contact:** Don Rees
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 15302A-17
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; supplying contraband; tampering with drug records; crimes related to illegal gambling; money laundering and child neglect in the first degree involving controlled substances. Unit B works closely with local law enforcement to identify and clean areas within the County that have a high level of drug activity, and supports and promotes programs designed to the effective treatment of drug addiction.

Program Summary

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; supplying contraband; tampering with drug records; crimes related to illegal gambling; money laundering and child neglect in the first degree involving controlled substances. 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 cooperatively with other state and local and federal 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 low, mid-level and high-level offenders and is key to making sure that offenders are held accountable for their criminal behavior. This program responds, investigates, and reviews drug overdose death cases and prosecutes offenders responsible for drug related deaths where appropriate.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Cases issued	358	400	301	330
Outcome	Cases resolved	335	400	290	310

Performance Measures Descriptions

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	2016	2016	2017	2017
Personnel	\$149,411	\$0	\$141,774	\$0
Total GF/non-GF	\$149,411	\$0	\$141,774	\$0
Program Total:	\$149,411		\$141,774	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 15302-16 Unit B - Drugs/Vice

This program offer is a restoration of a cut made to program offer 15302A-17 - Drugs/Vice due to a reduction in general fund allocation.

Department: District Attorney **Program Contact:** Don Rees
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Felony Trial Unit D prosecutes cases involving violent person crimes such as aggravated murder, other types of homicide, 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 Summary

This 6-DDA 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 murder, other types of homicide, 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Cases issued	415	440	354	380
Outcome	Cases resolved	441	350	324	375

Performance Measures Descriptions

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	2016	2016	2017	2017
Personnel	\$1,086,099	\$0	\$1,096,630	\$0
Contractual Services	\$30,000	\$0	\$22,200	\$0
Materials & Supplies	\$10,400	\$0	\$13,900	\$0
Internal Services	\$12,466	\$0	\$13,177	\$0
Total GF/non-GF	\$1,138,965	\$0	\$1,145,907	\$0
Program Total:	\$1,138,965		\$1,145,907	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 15304-16 Unit D - Violent Person Crimes

Department: District Attorney **Program Contact:** Don Rees
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Pre-Trial unit coordinates the following for the District Attorney's Office: judicial appeal cases, civil litigation, post-conviction cases, felony arraignments, habeas proceedings, fugitive and extradition matters, out of state material witness cases and public records requests. The unit also oversees the administration of the grand jury process.

Program Summary

This 3-DDA program provides a variety of important functions within the District Attorney's office including felony arraignment court appearances, civil litigation, post-conviction relief and appeals. The pre-trial unit also works with the Governor's office in fugitive and extradition matters. All public records request are reviewed by the Pre-Trial department. 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 people who qualify, this program provides a process for the expungement of records.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Cases issued	288	350	267	275
Outcome	Cases resolved	266	350	240	250

Performance Measures Descriptions

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.

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	2016	2016	2017	2017
Personnel	\$1,181,541	\$0	\$1,179,263	\$0
Materials & Supplies	\$6,200	\$0	\$12,300	\$0
Internal Services	\$5,000	\$0	\$9,000	\$0
Total GF/non-GF	\$1,192,741	\$0	\$1,200,563	\$0
Program Total:	\$1,192,741		\$1,200,563	
Program FTE	10.00	0.00	10.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 15305-16 Pre-Trial Unit

Department: District Attorney
Program Offer Type: Existing Operating Program

Program Contact: Don Rees
Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Multnomah County Post-Conviction Deputy District Attorney Program is a new cutting edge adaptation of prosecution functions and a reflects a pro-active approach to justice. This program is the first of its kind in Oregon and one of only about a dozen such programs in existence across the country. The program focuses on issues dealing with criminal cases following conviction. First and foremost, the responsibility of this program is to work on cases of persons claiming wrongful conviction and review and respond to all claims of actual innocence.

Program Summary

Conviction review entails the reverse engineering of an old criminal prosecution while also dealing with the passage of time. Pending cases are from the mid to late 1980's involving serial murder, aggravated murder, serial rape, rape, and Dangerous Offenders. Information gathering is complicated whether locating law enforcement records, identifying retained evidence, assessing the availability and significance of forensic testing, or finding victims or witnesses. Review requires understanding the legal analysis of issues present at the time of conviction as well under current law. Review includes processing thousands of pages of trial transcripts, reading post-conviction files and cases, appeals and federal court files. Legal preparation, research and writing then must assimilate this great body of information and largely complex but unfamiliar post conviction issues relative to the claims of actual innocence or wrongful conviction. Since inception in FY2016, the post-conviction DDA has begun work on 10 substantially complex cases convictions some involving high profile and sensational crimes. The nature of the cases present serious issues of crime and punishment, responsibility to victims and community safety.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	PSRB cases reviewed*	--	--	--	240
Outcome	PSRB cases actively pursued*	--	--	--	190

Performance Measures Descriptions

*This is a new measure.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$203,725	\$0	\$220,458	\$0
Materials & Supplies	\$0	\$0	\$2,150	\$0
Internal Services	\$0	\$0	\$500	\$0
Total GF/non-GF	\$203,725	\$0	\$223,108	\$0
Program Total:	\$203,725		\$223,108	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 15306-16 Post Conviction Program - Deputy District Attorney

Department: District Attorney **Program Contact:** Don Rees
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

A multi-jurisdiction project initiated and lead by the Multnomah County District Attorney's Office to process approximately 3,000 untested sexual assault kits in Multnomah, Marion, and Lane counties. The project is 100% grant funded via grants to MCDA and the Portland Police Bureau.

Program Summary

In October 2016, the Multnomah County District Attorney's Office was awarded a \$1,995,453 grant to process approximately 3,000 untested sexual assault kits (USAK's) in Multnomah, Lane, and Marion counties. In addition, MCDA is also the recipient of \$274,012, from a Bureau of Justice Assistance grant via the Portland Police Bureau to fund a Deputy District Attorney position to prosecute cases resulting from the testing of these kits.

Due to capacity constraints at the Oregon State Police (OSP) Crime Lab, testing of USAK's will be performed via a contracted laboratory pre-approved by OSP and that meets all federal requirements necessary for results to be entered in to the FBI Combined DNA Index System.

It is estimated that 75% of the testing will be completed in FY2017 and the remaining 25% will be completed in FY2018. The grant period ends June 30, 2017. Therefore the grant amounts shown above are planned to be spent over the FY2017/FY2018 budget years as follows:

District Attorney of New York (DANY) - \$1,496,938 in FY17 (\$498,470 in FY18)
Bureau of Justice Assistance (SAKI) - \$211,431 in FY17 (\$62,581 in FY18)

Performance Measures					
Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of SAFE Kits tested	--	--	--	3000
Outcome	Cases reviewed as result of testing	--	--	--	3000

Performance Measures Descriptions

*This is a new measure.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$0	\$0	\$191,861
Contractual Services	\$0	\$0	\$0	\$1,496,938
Internal Services	\$0	\$0	\$0	\$19,570
Total GF/non-GF	\$0	\$0	\$0	\$1,708,369
Program Total:	\$0		\$1,708,369	
Program FTE	0.00	0.00	0.00	1.00

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$16,193	\$0
Intergovernmental	\$0	\$0	\$0	\$1,708,369
Total Revenue	\$0	\$0	\$16,193	\$1,708,369

Explanation of Revenues

\$1,496,938 District Attorney of New York (DANY)
 \$211,431 Bureau of Justice Assistance (SAKI)

Significant Program Changes

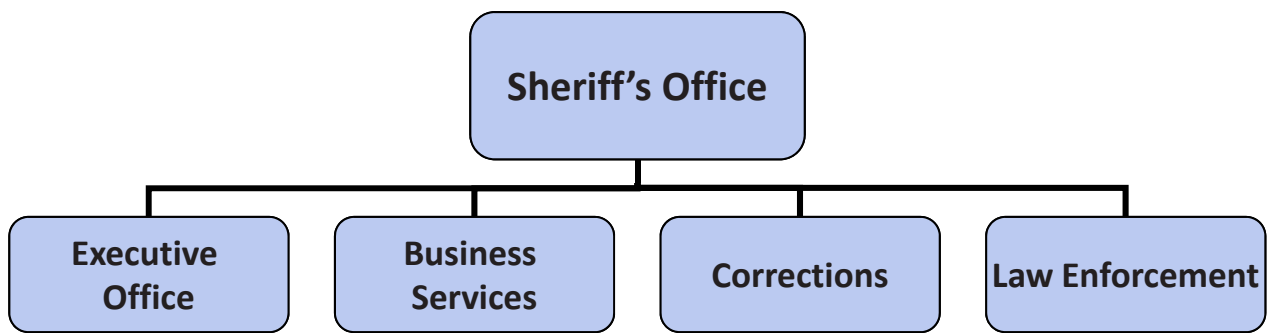
Last Year this program was:

Department Overview

The Sheriff's Office (MCSO) plays a unique comprehensive role in the continuum of public safety services in Multnomah County. The Sheriff's responsibilities are 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's Office is also the first responder in providing social service contacts to these areas, coordinating Health Department, Human Services and other responders as needed. When police contact in any of these areas results in arrest, Sheriff's Deputies transport arrestees to the Sheriff's Office Booking Facility, located at the Multnomah County Detention Center in downtown Portland. 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, and 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.



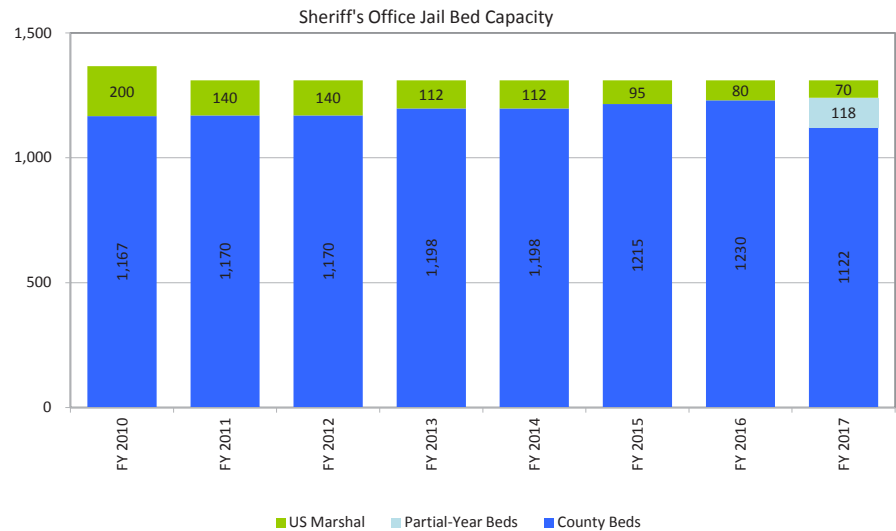
Budget Overview

The Sheriff's Office total budget is \$137.7 million, a 2.2% increase from the FY 2016 Adopted budget. This change is primarily driven by an increase in the General Fund budget, which rose approximately \$2.7 million to \$120.7 million.

As in years past, personnel costs are the largest driver of the Sheriff's Office budget, accounting for \$111.2 million (80%) of the department's total General Fund allocation. Cost increases in personnel are generally due to annual salary, benefit, and cost of living increases. Overall, MCSO had a net 3.69 FTE decrease from last year's Adopted budget.

The most significant change to General Fund programs in FY 2017 is the planned phasing out of 118 jail beds. In an effort to reduce reliance on jail bed use in the local public safety system, MCIJ Dorm 5 (60041I) is planned to close in September 2016; MCIJ Dorm 4 (60041J) and MCIJ East Escort (60041H) are planned to close in December 2016. The Board earmarked contingency funds for continued operations of the jail beds and east escort program in the event of an unanticipated need. This budget also contains development of existing and new programs to offer alternatives to jail.

Grants and other funding increased slightly from last year (\$410,000 or 2.5%) and account for 12% of the Sheriff's Office total budget.



Budget Trends	FY 2015	FY 2016	FY 2016	FY 2017	Difference
	Actual	Current Estimate	Adopted Budget	Adopted Budget	
Staffing FTE	781.32	805.95	805.95	802.26	-3.69
Personnel Services	\$102,055,023	\$108,685,422	\$108,179,633	\$111,171,923	\$2,992,290
Contractual Services	1,069,468	\$1,010,781	1,135,887	1,190,594	54,707
Materials & Supplies	7,320,092	\$7,147,880	8,467,972	8,607,807	139,835
Internal Services	15,180,821	\$14,383,795	15,584,687	16,189,003	604,316
Capital Outlay	<u>1,178,561</u>	<u>\$928,570</u>	<u>1,320,690</u>	<u>590,095</u>	<u>(730,595)</u>
Total Costs	\$126,803,965	\$132,156,448	\$134,688,869	\$137,749,422	\$3,060,553

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

Successes and Challenges

Successes

The incorporation of the Troutdale Police Department continues to be a success for MCSO, enhancing police services to the city while reducing redundant coverages. MCSO also expanded its School Resource Officer contracts to include the Reynolds School District, adding increased security and positive police/student interaction at both Reynolds High School and Walt Morey Middle School.

MCSO relocated its mail room operation in the jails to improve inmate access to mail and legal mail as legally required, to protect our control centers in the jails from potential attack through mailed items, and to decrease the infiltration of drugs in the jail system. Also, MCSO reduced the costs of inmate phone service, allowing greater access for inmates to communicate with their families and loved ones.

The Sustainable Jail Project continues to be a national model for sustainability in large jail operations.

Challenges

The care and custody of inmates affected by mental health issues continues to be a great challenge in County jails. Corrections Health estimates nearly 40% of all inmates housed in County jails are affected by some type of mental health issue. Also, inmates moving through the system are increasingly in need of medical services for stabilization and treatment, often coming from homeless situations or lacking access to basic health care.

This year's budget reflects an effort to reduce the reliance on jail beds to resolve issues where mentally ill persons in crisis are contacted by police, as well as an effort to reduce jail bed use for issues involving drug and alcohol dependence and sanctioning of sentenced offenders. To that end, this year's budget documents a plan for the closure of one 59 bed dorm at Inverness Jail on September 30th and the closure of another 59 bed dorm at Inverness Jail on December 31, dependent upon the effectiveness of new and existing programs targeted to meet jail bed use reduction goals as reported by the Sheriff, the District Attorney, the Department of Community Justice and the courts. Funds for continued operation of these dorms for the duration of FY 2017 have been placed in contingency in the event of an unanticipated need.

Another significant issue facing MCSO is the ability to recruit quality applicants for sworn positions. While MCSO made significant gains in hiring over the last few years, the number of retirements continues to be high not only for MCSO but also for neighboring agencies as well, creating a highly competitive market for the limited number of qualified applicants available locally.

Diversity and Equity

The Sheriff's Office serves Multnomah County by holding 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 regarding the prohibition of workplace harassment and discrimination, and conducts agency-wide training regarding these policies on an ongoing basis.

The Sheriff's Office ensures investments in the community build a more just and equitable Multnomah County. The Sheriff's Office has a culture of open collaboration and respectful, courageous conversations about institutional barriers to equity. The Sheriff's Office unites around shared values of access, inclusion, and equity, and its workplaces are safe and its services are culturally responsive. The Sheriff's Office workforce reflects community experience, needs and perceptions, and includes active participation in community events that value cultural diversity, equity, social justice and celebration of diverse lifestyles.

Specific steps to improve diversity this year:

- Recruitment of minority and women deputies
- Promotion of women and minorities to supervisory and executive positions
- Training of both line and support staff regarding mental health issues
- Participation in community events supporting diversity

Budget by Division

Division Name	FY 2017 General Fund	Other Funds	Total Division Cost	Total FTE
Executive Office	\$4,233,881	\$0	\$4,233,881	22.00
Business Services	12,639,122	0	12,639,122	64.00
Corrections Division	75,519,642	11,821,035	87,340,677	523.04
Law Enforcement	<u>28,348,020</u>	<u>5,187,722</u>	<u>33,535,742</u>	<u>193.22</u>
Total Sheriff's Office	\$120,740,665	\$17,008,757	\$137,749,422	802.26

Executive Office

The MCSO Executive Office plays the critical role of providing 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 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 providing support for members day-to-day work needs. Human Resources also conducts 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

No significant changes.

Business Services

Business Services is responsible for financial management, information technology, research and analysis, corrections records 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 Planning and Research 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). 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.

Significant Changes

The Training Unit (60092A) moved to the Enforcement Division.

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 upon release. Our core service is providing jail beds to the public safety system as the critical piece for providing offender accountability, and maintenance of these beds that provide 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 who often have 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 offenders 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

This year's budget reflects efforts to reduce the reliance on jail bed use in the local public safety system through the development of existing and new programs supporting alternatives to jail. To that end, the following program offer is funded with one-time-only money for a partial year (through September 2016):

- 60041I - MCIJ Dorm 5 (59 beds)

The following program offers are funded with one-time-only money for half the year (through December 2016):

- 60041J - MCIJ Dorm 4 (59 beds)
- 60041H - MCIJ East Escort

Funds have been placed in contingency for the continued operation of both dorms and the escort post for the duration of FY 2017 in the event of an unanticipated need.

Other changes include the addition of a 1.00 FTE county counsel liaison position to program offer 60030A and a reduction in US Marshal beds from 80 to 70.

Law Enforcement

The 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 support Multnomah County's overall mission.

This division protects citizens by providing 24/7 law enforcement and human service connections to those who reside in or visit unincorporated areas and the communities of Maywood Park, Wood Village and Troutdale. 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 Countywide 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

- Police services for the City of Troutdale are now incorporated into the FY 2017 budget.
- An additional 1.34 FTE were added to Patrol Unit (60063).
- During the school year, three School Resource Officers were added for the Reynolds School District in program offer 60075.
- 1.50 FTE moved from Inmate Welfare (60045) to Procurement & Warehouse (60079) and Inmate Programs (60037).
- The Training Unit (60092A) moved to the Enforcement Division.

Sheriff's Office

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

Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
Executive Office					
60000	Executive Office	\$1,754,352	\$0	\$1,754,352	7.00
60003A	Human Resources	1,276,427	0	1,276,427	9.00
60005	Professional Standards	1,203,102	0	1,203,102	6.00
Business Services					
60010	Business Services Admin	1,632,771	0	1,632,771	1.00
60012	Criminal Justice Information Systems	4,919,938	0	4,919,938	7.00
60013	Fiscal Unit	1,027,480	0	1,027,480	8.00
60014	Time & Attendance Unit	523,409	0	523,409	5.00
60015	Planning & Research Unit	833,746	0	833,746	6.00
60021	Corrections Support	3,701,778	0	3,701,778	37.00
Corrections Division					
60030A	Corrections Division Administration	1,397,532	0	1,397,532	5.82
60032	Transport	2,975,186	0	2,975,186	16.00
60033A	Booking & Release	8,170,670	0	8,170,670	58.24
60033B	Gresham Temporary Hold	145,881	0	145,881	0.00
60034A	Court Services - Courthouse	3,782,406	0	3,782,406	23.00
60034B	Court Services - Justice Center	1,027,028	0	1,027,028	7.00
60034C	Court Services - JJC	272,970	0	272,970	2.00
60034D	Turn Self In Program	272,824	0	272,824	2.00
60035A	Facility Security - Courts	1,238,180	811,200	2,049,380	16.60
60035B	Facility Security - Jails	2,081,968	0	2,081,968	22.50
60035C	Facility Security - Library	487,409	0	487,409	6.00
60035D	Facility Security - JJC	142,776	0	142,776	2.00
60035E	Domestic Violence Gateway One Stop	71,388	0	71,388	1.00
60036	Classification	3,224,370	0	3,224,370	20.00
60037	Inmate Programs	2,713,432	0	2,713,432	22.00
60038	CERT/CNT	164,656	0	164,656	0.00

Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
Corrections Division cont.					
60039	MCIJ Work Crews	1,400,980	892,803	2,293,783	12.40
60040A	MCDC Core Jail & 4th Floor	14,073,402	185,000	14,258,402	64.28
60040B	MCDC 5th Floor	4,048,099	0	4,048,099	25.48
60040C	MCDC 6th Floor	2,359,316	0	2,359,316	16.38
60040D	MCDC 7th Floor	2,969,959	0	2,969,959	23.66
60040E	MCDC 8th Floor	1,870,086	0	1,870,086	16.38
60041A	MCIJ Dorms 10, 11 & 18	8,586,137	9,604,955	18,191,092	75.20
60041B	MCIJ Dorms 12 & 13	3,228,211	0	3,228,211	20.02
60041C	MCIJ Dorms 14 & 15	2,026,654	0	2,026,654	12.74
60041D	MCIJ Dorms 16 & 17	570,429	0	570,429	3.64
60041E	MCIJ Dorms 6 & 7	1,925,717	0	1,925,717	14.56
60041F	MCIJ Dorms 8 & 9	1,167,750	0	1,167,750	9.10
60041G	MCIJ East Control Center	922,140	0	922,140	7.28
60041H	MCIJ East Escort Post	209,452	0	209,452	1.82
60041I	MCIJ Dorm 5	101,064	0	101,064	0.91
60041J	MCIJ Dorm 4	295,868	0	295,868	2.73
60043	Close Street	1,308,194	0	1,308,194	8.00
60044	Volunteers	109,799	0	109,799	1.00
60045	Inmate Welfare	0	68,000	68,000	0.00
60050	In-Jail Human Trafficking	177,709	0	177,709	1.00
60054	HB3194 Justice Reinvestment - Escorts	0	142,783	142,783	1.30
60055	HB3194 Justice Reinvestment - Program Administrator	0	116,294	116,294	1.00

Prog. #	Program Name	FY 2017 General Fund	Other Funds	Total Cost	FTE
Enforcement Division					
60060	Enforcement Division Admin	831,271	0	831,271	2.00
60061	Enforcement Division Support	2,343,632	0	2,343,632	25.00
60063	Patrol	10,201,737	116,000	10,317,737	50.37
60064	Civil Process	1,627,852	0	1,627,852	12.00
60065	River Patrol	1,930,474	934,344	2,814,591	15.00
60066	Detectives, INTERCEPT, Elder Abuse	1,748,908	69,848	1,818,756	10.00
60067	Special Investigations Unit	832,420	473,000	1,305,420	6.00
60068	Warrant Strike Team	888,878	0	888,878	5.00
60069	Alarm Program	0	307,500	307,500	1.50
60070	Concealed Handgun Permits	11,469	615,000	626,469	3.00
60071	TriMet Transit Police	0	636,007	636,007	4.00
60073	Human Trafficking Task Force	138,709	0	138,709	1.00
60074	Metro Services	20,806	520,442	541,248	3.60
60075	School & Community Resource Officer Program	883,294	45,490	928,784	6.25
60076	Domestic Violence Enhanced Response	100,696	33,565	134,261	1.00
60078	Logistics Unit	662,002	0	662,002	4.00
60079	Procurement & Warehouse	1,145,102	0	1,145,102	8.27
60080	Property & Laundry	2,437,858	0	2,437,858	19.00
60081	Commissary	0	835,313	835,313	3.73
60084	Gang Enforcement Deputy	0	443,602	443,602	3.00
60085	Hornet Trail Rescue and Wilderness Law Enforcement Services Team	20,023	0	20,023	0.00
60088	Gun Dispossession/VRO Detail	197,773	0	197,773	1.00
60091	HB3194 Justice Reinvestment - Enforcement Deputy	0	152,621	152,621	1.00
60092A	Training Unit	<u>2,325,116</u>	<u>5,000</u>	<u>2,330,116</u>	<u>7.50</u>
Total Sheriff's Office		\$120,740,665	\$17,008,757	\$137,749,422	802.26

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Department: Sheriff **Program Contact:** Sheriff Dan Staton
Program Offer Type: Administration **Program Offer Stage:** As Adopted

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. The Sheriff and executive staff ensure that citizens both trust and believe that they are receiving a quality level of law enforcement and corrections services.

Program Summary

Executive staff work 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 and 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.

Through the Public Information Officer, the community is informed and educated about important issues relating to the Sheriff's Office. Independent reviews of revenues and expenditures are routinely performed to ensure 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, a 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Public Engagements by Executive Staff	140	200	200	200
Outcome	Number of divisions that achieve the majority of their performance measures	4	4	4	4
Outcome	Percent of performance measures met agency wide	96%	95%	93%	95%

Performance Measures Descriptions

Measures represent a summation of total agency performance measures. MCSO has four divisions/sections: exec office (including professional standards), business services, corrections and enforcement.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,178,579	\$0	\$1,175,996	\$0
Contractual Services	\$85,223	\$0	\$85,223	\$0
Materials & Supplies	\$136,640	\$0	\$136,640	\$0
Internal Services	\$321,369	\$0	\$356,493	\$0
Total GF/non-GF	\$1,721,811	\$0	\$1,754,352	\$0
Program Total:	\$1,721,811		\$1,754,352	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60000-16 MCSO Executive Office

1.0 FTE moved from the Executive Office to PO 60013-17 Fiscal Unit to match actual operations.

Department: Sheriff **Program Contact:** Jennifer Ott

Program Offer Type: Support **Program Offer Stage:** As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Sheriff's Office Human Resources perform the staffing and personnel functions for its approximately 800 positions and employees.

Program Summary

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of leave requests (Admin/LOA/FMLA/OFLA/WC/Military) processed	440	470	670	700
Outcome	Percent of all applicants that are screened within two weeks of the closing day	100%	100%	100%	100%

Performance Measures Descriptions

HR strives to ensure that the increased number of applications is processed in a timely manner and 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. The number of leave requests went up substantially due to the number of people taking/requesting paid parental leave. Data are from SAP.

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
Program Expenses	2016	2016	2017	2017
Personnel	\$1,139,290	\$0	\$1,145,827	\$0
Contractual Services	\$11,657	\$0	\$11,657	\$0
Materials & Supplies	\$23,889	\$0	\$23,889	\$0
Internal Services	\$85,195	\$0	\$95,054	\$0
Total GF/non-GF	\$1,260,031	\$0	\$1,276,427	\$0
Program Total:	\$1,260,031		\$1,276,427	
Program FTE	9.00	0.00	9.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60003-16 MCSO Human Resources

Department: Sheriff

Program Contact: Harry Smith

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Professional Standards consists of the Inspections Unit and the Internal Affairs Unit (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 Summary

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. The 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. 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 Sheriff, an elected official in charge of the agency, ensures that accountability.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total audits of Agency properties and assets and total inquiries	97	120	100	100
Outcome	Number of processed complaints that required a full IAU investigation	24	35	46	50
Output	Number of complaints processed via Pre-Investigative Assessment	136	150	148	150
Outcome	Number of cases initiated to investigate leave abuse	7	10	8	10

Performance Measures Descriptions

"Total internal audits" (34) include: narcotics case audits, weapons audits, weapons destruction processing, program unit audits, property audits, safety inspections, and quality control audits. "Total inquiries" (63) include threat assessments, problem people, daily calls for public assistance and MCSO requests for assistance. "Number of processed complaints" are those that may result in formal discipline (from IAU databases). "Number of complaints" and "Number of cases" data from IAU databases.

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	2016	2016	2017	2017
Personnel	\$957,325	\$0	\$995,745	\$0
Contractual Services	\$22,440	\$0	\$22,440	\$0
Materials & Supplies	\$78,077	\$0	\$78,077	\$0
Internal Services	\$92,182	\$0	\$106,840	\$0
Total GF/non-GF	\$1,150,024	\$0	\$1,203,102	\$0
Program Total:	\$1,150,024		\$1,203,102	
Program FTE	6.00	0.00	6.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60005-16 MCSO Professional Standards

Department: Sheriff

Program Contact: Mary Lindstrand

Program Offer Type: Administration

Program Offer Stage: As Adopted

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 offers that serve citizens in Multnomah County and support functions within the Corrections and Law Enforcement Divisions.

Program Summary

Business Services is responsible for financial management, information technology (CJIS), planning and research analysis, corrections support, and training. The programs operated by Business Services support both the Corrections and Law Enforcement Divisions which directly contribute to citizens feeling safe at home, work, school and in recreation – primarily the public safety system, social conditions and communities. Programs offered hold offenders accountable for their actions. The Business Services Chief Deputy is responsible for policy development, assignment of resources, and oversight for all Division functions. The Business Services Chief Deputy 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Performance Measures Met within Division	100%	95%	83%	90%
Outcome	Corrections Deputy Vacancies Filled	50	35	24	35

Performance Measures Descriptions

The growing number of vacancies in the Corrections Deputy job classification, combined with the growing number of anticipated retirements, has made management of Corrections Deputy vacancies a major focus of MCSO budget management over the next 5 years. The Corrections Division makes up 67% of the MCSO budget overall, with nearly 80% of that cost directly related to personnel.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$396,183	\$0	\$414,398	\$0
Contractual Services	\$12,724	\$0	\$12,724	\$0
Materials & Supplies	\$1,284,861	\$0	\$1,185,311	\$0
Internal Services	\$18,424	\$0	\$20,338	\$0
Total GF/non-GF	\$1,712,192	\$0	\$1,632,771	\$0
Program Total:	\$1,712,192		\$1,632,771	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Other / Miscellaneous	\$840,903	\$0	\$987,752	\$0
Total Revenue	\$840,903	\$0	\$987,752	\$0

Explanation of Revenues

General Fund:
 \$987,752 - Departmental Indirect Revenue

Significant Program Changes

Last Year this program was: FY 2016: 60010-16 MCSO Business Services Admin

Decrease \$80,000 in Communications to reallocate elsewhere in the Sheriff's Office.

Department: Sheriff **Program Contact:** Andrew Potter
Program Offer Type: Support **Program Offer Stage:** As Adopted

Related Programs:

Program Characteristics:

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. The CJIS Unit strives to provide the right information to the right people in a timely manner to make informed decisions.

Program Summary

The MCSO CJIS Unit supports all aspects of IT for the Sheriff's Office, including but not limited to PCs, laptops, servers (both physical and virtual), printers, directory services (including email, authentication and security), a secure VPN, mobile computer systems in the MCSO fleet and a number of CJIS and non-CJIS applications. MCSO currently supports upwards of 3000 users, between our internal users and partner agency users, which all need access to SWIS, IWS (Mugshot system) and other MCSO supported shared applications. The CJIS Unit works closely with Justice Partner agencies to provide their users access to MCSO 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.mcsos.us. MCSO CJIS is a partner with Multnomah County District Attorney IT, Portland Police IT and Multnomah County IT in collaborative work to benefit our agencies and our customers.

MCSO CJIS supports 650 desktop PCs, 200 mobile data devices, 150 network printers, 100 servers, both virtual and physical, and over 3000 users between MCSO staff, volunteers and external partners needing access to MCSO CJIS Applications and IT Systems.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of work orders completed	4,978	5,000	4,600	5,000
Outcome	Average time to complete work orders (hours)	85	65	70	65

Performance Measures Descriptions

Note: some work orders take several days or weeks to complete, while others are completed within a few minutes. How long projects are tracked was modified which resulted in reducing time and the total number of tickets.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,120,012	\$0	\$1,163,903	\$0
Contractual Services	\$35,859	\$0	\$20,859	\$0
Materials & Supplies	\$615,855	\$0	\$615,855	\$0
Internal Services	\$3,111,078	\$0	\$3,119,321	\$0
Total GF/non-GF	\$4,882,804	\$0	\$4,919,938	\$0
Program Total:	\$4,882,804		\$4,919,938	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Service Charges	\$9,700	\$0	\$8,440	\$0
Total Revenue	\$9,700	\$0	\$8,440	\$0

Explanation of Revenues

General Fund:
 \$7,200 - Requests for Arrest Reports
 \$1,240 - Crime Capture Reports - PPB & Gresham

Significant Program Changes

Last Year this program was: FY 2016: 60012-16 MCSO Criminal Justice Information Systems

Department: Sheriff **Program Contact:** Wanda Yantis
Program Offer Type: Support **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The MCSO Fiscal Unit program provides comprehensive financial services to the Multnomah County Sheriff's Office in support of the agency's public safety operations. The Sheriff's Office annual budget is over \$130 million dollars and is funded from a variety of sources including County general fund; State and Federal grants, intergovernmental agreements; service fees and contracts; as well as through service agreements with local jurisdictions.

Program Summary

The Fiscal Unit gathers financial data, enters and processes transactions through the County financial system (SAP), conducts analysis, and reports financial information to the management team so that strategic operational 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, modification and monitoring; fiscal projections; accounts receivable and payable; inmate welfare fund accounting and deposits; contract development and monitoring; grant accounting; travel and training processing; as well as monitoring County internal service reimbursements.

The Fiscal Unit provides monthly financial reports to management and information for the County's annual audit. Oregon budget law, County financial policies, County administrative procedures and internal controls are implemented and upheld by the Fiscal Unit. The Fiscal Unit works with the Planning & Research Unit and the Executive Office in providing information to the public.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent of payments over 60 days	3.5%	3.5%	4.2%	4.0%
Outcome	Number of accounts payable payments made	4,587	5,000	4,040	5,000

Performance Measures Descriptions

County policy is to have payments made within 30 days of invoice, the data is from SAP on actual payment date versus invoice date. The Outcome measure of payments made reflects the volume of checks processed by the unit with the outcome of vendors paid.

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	2016	2016	2017	2017
Personnel	\$861,793	\$0	\$943,715	\$0
Materials & Supplies	\$14,455	\$0	\$14,455	\$0
Internal Services	\$65,635	\$0	\$69,310	\$0
Total GF/non-GF	\$941,883	\$0	\$1,027,480	\$0
Program Total:	\$941,883		\$1,027,480	
Program FTE	8.00	0.00	8.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60013-16 MCSO Fiscal Unit

1.0 FTE moved from the Executive Office to the Fiscal Unit to match actual operations.

Department: Sheriff

Program Contact: Wanda Yantis

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
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 Summary

The Time & Attendance Unit's responsibility is to enter and report working and non-working time accurately and in a timely manner for the approximately 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total time entry hours approved per year	1,777,182	1,820,000	1,871,784	1,900,000
Outcome	Percent of special checks issued due to time entry	8%	12%	16%	12%

Performance Measures Descriptions

"Percent of special checks issued due to time entry" is the number of special checks issued due to a time entry error (from the Payroll Supervisor) divided by the total number of special checks issued (from SAP). The actual numbers are up this year due to a vacant position and the use of temporary staffing. "Total time entry hours approved..." measures the outcome of the time entry process which is then processed by County Central Payroll resulting in paychecks issued.

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

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$443,447	\$0	\$456,012	\$0
Materials & Supplies	\$13,811	\$0	\$13,811	\$0
Internal Services	\$54,445	\$0	\$53,586	\$0
Total GF/non-GF	\$511,703	\$0	\$523,409	\$0
Program Total:	\$511,703		\$523,409	
Program FTE	5.00	0.00	5.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60014-16 MCSO Time & Attendance Unit

Department: Sheriff

Program Contact: Mary Lindstrand

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Planning and Research Unit provides research and analysis services along with technological solutions to the Sheriff's Office to support policy decisions, budget development, and operational effectiveness. Data analysis, reports, and web-based business application tools from this unit meaningfully inform the Sheriff's Office, local public safety partners, and the public as well as supporting the daily operations of the agency.

Program Summary

The Planning and Research Unit supports the needs of the Sheriff's Office through data analysis and web-based development.

Data analysis functions include 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, ongoing 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.

Web-based development and functions include the support and creation of the technological applications necessary to agency operations. The Planning and Research Development Analyst supports the functions of Telestaff, MCSOs scheduling and staff tracking tool. This facilitates the effective management of 24/7 operations and staffing for a wide range of posts.

Web-based corrections population management tools like CIMS and EZ Writer, developed by the unit's development analyst, are maintained and continue to be enhanced to ensure the safe management of the jail facilities through seamless electronic communication of inmate status. Additional projects include applications that facilitate firearms tracking, database creation tools for human trafficking investigations, and web-based community engagement platforms designed to keep the public informed about the work of the Sheriff's Office.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Quantitative analytics	1569	2000	1520	1500
Outcome	Qualitative analytics	414	400	272	300
Output	Work requests for internal database applications such as CIMS, EZ Writer, Telestaff, etc...	418	400	538	500

Performance Measures Descriptions

Quantitative analytics refers to numeric documents, datasets, spreadsheets produced and/or analyzed. Qualitative analytics refers to narrative documents produced and/or analyzed. Data source: Excel and Word files modified between 7/1/2014 and 6/30/2015 in U:\P&R\ . Next Year Offers on analytics were reduced due to going from 5 to 4 filled FTE. Internal database applications include CIMS, EZ Writer, Telestaff, Online Training System, Gun Track, PREA database, Emergency Notification App. and the SIU leader. More database applications have been developed which involve work requests.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$763,787	\$0	\$783,736	\$0
Materials & Supplies	\$5,556	\$0	\$5,556	\$0
Internal Services	\$41,536	\$0	\$44,454	\$0
Total GF/non-GF	\$810,879	\$0	\$833,746	\$0
Program Total:	\$810,879		\$833,746	
Program FTE	6.00	0.00	6.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60015-16 MCSO Planning & Research Unit

Department: Sheriff **Program Contact:** Becky Child

Program Offer Type: Support **Program Offer Stage:** As Adopted

Related Programs:
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 also answers the main incoming public telephone line for the Corrections system, and processes the 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 Summary

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 work extremely closely and cooperatively with other agencies such as the United States Marshal's Service, US Department of Homeland Security, the State of Oregon Court system, the District Attorney's office, and 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of computer bookings	34,952	38,000	36,000	36,000
Outcome	Number of sentence release date calculations	14,620	14,500	14,500	14,500

Performance Measures Descriptions

Computer bookings include Standard, In Transit, and Turn Self In bookings. Numbers were generated from SWIS monthly reports.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$3,524,849	\$0	\$3,604,458	\$0
Contractual Services	\$789	\$0	\$789	\$0
Materials & Supplies	\$74,858	\$0	\$74,858	\$0
Internal Services	\$21,826	\$0	\$21,673	\$0
Total GF/non-GF	\$3,622,322	\$0	\$3,701,778	\$0
Program Total:	\$3,622,322		\$3,701,778	
Program FTE	37.00	0.00	37.00	0.00

Program Revenues				
Other / Miscellaneous	\$4,500	\$0	\$6,300	\$0
Service Charges	\$100,000	\$0	\$123,000	\$0
Total Revenue	\$104,500	\$0	\$129,300	\$0

Explanation of Revenues

General Fund:
 \$123,000 - Social Security Incentive Revenue
 \$6,300 - Report Requests

*Estimate based on FY16 mid-year revenue

Significant Program Changes

Last Year this program was: FY 2016: 60021-16 MCSO Corrections Support

Department: Sheriff **Program Contact:** Michael Shults
Program Offer Type: Administration **Program Offer Stage:** As Adopted
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 Corrections program offers that support the citizens of Multnomah County by providing safe and humane processing of arrestees and constitutionally sound supervision of pretrial inmates and sentenced offenders.

Program Summary

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 jail system capacity is maintained and properly supervised, and to collaborate with the Department of Community Justice and other criminal justice partners to create an effective corrections continuum.

The programs operated by the Corrections Division support 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, provide rehabilitation resources and pro-social cognitive training.

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 managers and the Executive Office to ensure cost-effective and culturally competent programs for Multnomah County.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent performance measurements met in Division	98%	95%	91%	95%
Outcome	Number of new hires in Corrections Division	85	N/A	38	38

Performance Measures Descriptions

"Percent performance measures met in Division" represents a summation of total Division performance measures. Does not include Corrections Admin.

"Number of voluntary resignations" was changed to "Number of new hires in Corrections Division." This focuses on the work to be done in the Division. Data from P&R Unit Excel file "MCSO Positions List.xlsx. "Positions Filled."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$769,971	\$0	\$962,476	\$0
Contractual Services	\$280,500	\$0	\$280,500	\$0
Materials & Supplies	\$111,388	\$0	\$111,388	\$0
Internal Services	\$37,518	\$0	\$43,168	\$0
Total GF/non-GF	\$1,199,377	\$0	\$1,397,532	\$0
Program Total:	\$1,199,377		\$1,397,532	
Program FTE	4.82	0.00	5.82	0.00

Program Revenues				
Other / Miscellaneous	\$1,250	\$0	\$1,600	\$0
Service Charges	\$700	\$0	\$300	\$0
Total Revenue	\$1,950	\$0	\$1,900	\$0

Explanation of Revenues

General Fund:
 \$300 - Marriage Fees & Room and Board
 \$1,600 - Restitution Fines

Significant Program Changes

Last Year this program was: FY 2016: 60030-16 MCSO Corrections Division Admin

Added 1.0 FTE as liaison to County Counsel.

Department: Sheriff **Program Contact:** Jeffery Wheeler

Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

Related Programs:

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, and to act as one of the Hub locations for the multi-state cooperative transport system. The Transport Unit also provides transportation assistance to the Court Services Unit for the transports of high risk inmates to and from the corrections facilities and the courts to include transports of adult offenders appearing in Juvenile courts.

Program Summary

The Transport Unit interfaces with all MCSO Corrections facilities and the court system. 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 at times 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 various sized 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of inmates moved	69,956	72,000	69,000	70,000
Outcome	Number of 1 Day Evaluation Transports to OSH in Salem	24	N/A	46	50
Outcome	Number of miles traveled	169,127	170,500	169,000	170,000

Performance Measures Descriptions

Data from Transport Unit daily stats in Excel. Numbers of inmates moved is predicated on intrasystem transports and local/statewide use of the interstate HUB system. MCSO is designated as 1 of 3 HUBs to centralize transport connections between counties within the State of Oregon connecting to bordering states. Removed "Number of Major Incidents." Added "Number of 1 Day Evaluation Transports to OSH in Salem." These Court Ordered Transports continue to rise and is a staff/resource intensive task that impacts the unit's ability to perform the daily mission.

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
Program Expenses	2016	2016	2017	2017
Personnel	\$2,536,544	\$0	\$2,607,788	\$0
Materials & Supplies	\$33,183	\$0	\$33,183	\$0
Internal Services	\$202,411	\$0	\$328,791	\$0
Capital Outlay	\$45,424	\$0	\$5,424	\$0
Total GF/non-GF	\$2,817,562	\$0	\$2,975,186	\$0
Program Total:	\$2,817,562		\$2,975,186	
Program FTE	16.00	0.00	16.00	0.00

Program Revenues				
Service Charges	\$20,000	\$0	\$40,000	\$0
Total Revenue	\$20,000	\$0	\$40,000	\$0

Explanation of Revenues

General Fund:

\$40,000 - Interstate Fugitive Shuttle and Transfer of State Wards

Significant Program Changes

Last Year this program was: FY 2016: 60032-16 MCSO Transport

Reduced Capital Equipment by \$40,000 to be reallocated elsewhere in the Sheriff's Office.

Department: Sheriff **Program Contact:** Derrick Peterson

Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

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. The Booking Facility has 18 beds that are included in the jail system bed count.

Program Summary

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 provide medical screening and care to those arrested. 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. Also, as part of the booking process, the Recog Unit interviews all defendants with a pending local charge.

Release, located on the second floor of MCD, 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of standard and in transit bookings processed	34,460	34,512	32,516	34,850
Outcome	Number of releases processed to MCD	34,504	34,676	32,258	35,000

Performance Measures Descriptions

The number of bookings processed and the number of releases processed to MCD are distinct measures. Per Captain Peterson, booking is a program that processes arrestees into the corrections system. The booking process includes search, identification, 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	2016	2016	2017	2017
Personnel	\$7,717,146	\$0	\$7,893,469	\$0
Materials & Supplies	\$277,201	\$0	\$277,201	\$0
Total GF/non-GF	\$7,994,347	\$0	\$8,170,670	\$0
Program Total:	\$7,994,347		\$8,170,670	
Program FTE	58.24	0.00	58.24	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60033A-16 MCSO Booking & Release

Department: Sheriff **Program Contact:** Derrick Peterson
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The 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 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 transporting arrestee's to the downtown Portland booking facility.

Program Summary

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.

GTH saves time for patrol, allowing them to maximize resources, livability, and the feeling of safety for all east Multnomah County residents.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of inmates accepted	1,411	1,459	1,445	1,460
Outcome	% inmates accepted successfully transported to MCDC	100%	100%	100%	100%

Performance Measures Descriptions

It is estimated that for each inmate accepted at Gresham Temp Holding two hours of officer time is saved. GTH data come from the monthly GTH report.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$143,913	\$0	\$145,881	\$0
Total GF/non-GF	\$143,913	\$0	\$145,881	\$0
Program Total:	\$143,913		\$145,881	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Service Charges	\$80,493	\$0	\$73,250	\$0
Total Revenue	\$80,493	\$0	\$73,250	\$0

Explanation of Revenues

General Fund:
 \$73,250 - Gresham PD and Fairview PD each pay a portion of Gresham Temp Hold services

Significant Program Changes

Last Year this program was: FY 2016: 60033B-16 MCSO Gresham Temporary Hold



Department: Sheriff **Program Contact:** Jeffery Wheeler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Multnomah County Sheriff's Office Court Services Unit provides for the protection of the courts, judicial staff and the public and provides for a safe courtroom environment. Additional duties include escorting inmates' determined high risk from corrections facilities to and from court proceedings, taking persons into custody when ordered by the court, providing public service within the court building, and maintaining safe and secure Court Holding areas for inmates. Deputies while on duty are on-call for emergency response to all locations throughout the Courthouse.

Program Summary

The Court Services Unit (CSU) 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 Court Holding areas. Deputies also provide security escorts to and from vehicle 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 an 8-10 hour day(s) if the matter is a jury trial. The Court Security Deputies conduct intra-system transports to and from the juvenile detention and the courthouse. These transports become more detailed in safety, as needed, for separation of juvenile defendants from adult defendants.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of individuals taken into custody	807	950	752	900
Outcome	Number of court proceedings requiring a staff member	10,513	9,500	11,628	11,500

Performance Measures Descriptions

"Number of individuals taken into custody" represents book and keeps as ordered by the Judges and warrants discovered during court proceedings and those who turn themselves into custody. Data retrieved from Courthouse Facility stats which are recorded daily.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$3,358,363	\$0	\$3,380,264	\$0
Materials & Supplies	\$106,252	\$0	\$106,252	\$0
Internal Services	\$286,941	\$0	\$295,890	\$0
Total GF/non-GF	\$3,751,556	\$0	\$3,782,406	\$0
Program Total:	\$3,751,556		\$3,782,406	
Program FTE	23.00	0.00	23.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60034A-16 MCSO Court Services - Courthouse



Program #60034B - Court Services - Justice Center 6/30/2016

Department: Sheriff **Program Contact:** Jeffery Wheeler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Sheriff's Office Court Security Unit includes provisions for court security and safety at the Multnomah County Justice 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 while providing a safe court environment for the judiciary and all attending from the public.

Program Summary

The Court Services Unit provides security for the four Arraignment Courts located at the Justice Center. These are extremely busy with community courts, felony and misdemeanor arraignments and hearings, with both in custody and numerous defendants from the public, creating the need for a safe courtroom environment.

The Sheriff is mandated to provide security for the Courts and to provide safe and secure access to the court(s) for inmates, a direct link to Offender Accountability. Arraignment is the first step of the court process for a defendant and critical to the court process. Lack of court security would create severe delays, due to increased security concerns.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of individuals taken into custody	56	N/A	84	80
Outcome	Number of major incidents	29	10	38	30

Performance Measures Descriptions

"Major incidents" include use of force incidents, escapes, medical and disruptive behavior by court participants which result in their exclusion. Data retrieved from Justice Center Court tracking sheets. "Number of individuals taken into custody" represents book and keeps as ordered by the Judges and warrants discovered during court proceedings and those who turn themselves into custody. Data retrieved from Justice Center stats which are recorded daily.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,025,738	\$0	\$1,022,533	\$0
Materials & Supplies	\$4,495	\$0	\$4,495	\$0
Total GF/non-GF	\$1,030,233	\$0	\$1,027,028	\$0
Program Total:	\$1,030,233		\$1,027,028	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60034B-16 MCSO Court Services - Justice Center

Department: Sheriff **Program Contact:** Jeffery Wheeler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

This offer provides for Law Enforcement Deputy Sheriff services to the court(s) of the Juvenile Justice Complex. Deputies assigned to the Juvenile Justice Complex are part of an integrated approach to the juvenile 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 Summary

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 transports of juveniles to and from Oregon Youth Authority facilities and assist in transporting juveniles to court proceedings arranged at the courthouse in downtown Portland. The Sheriff is mandated to provide security for the court and to provide access to the court for juvenile defendants, a direct link to offender accountability. Delays can result in criminal justice complications, which may lead to legal action or other proceedings by the courts. Delays also contribute to slow courts.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of persons taken into custody	103	130	96	110
Outcome	Calls for assistance	291	320	300	310

Performance Measures Descriptions

Number of persons taken into custody represents the number of "book and keeps" and warrants. "Calls for assistance" are calls for law enforcement deputies to assist in courtrooms, etc. Data from JJC Court Facility stats.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$264,137	\$0	\$272,970	\$0
Total GF/non-GF	\$264,137	\$0	\$272,970	\$0
Program Total:	\$264,137		\$272,970	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60034C-16 MCSO Court Services - JJC

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$260,514	\$0	\$272,824	\$0
Total GF/non-GF	\$260,514	\$0	\$272,824	\$0
Program Total:	\$260,514		\$272,824	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60034D-16 MCSO Turn Self In Program

Department: Sheriff **Program Contact:** Chris Austin

Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Facility Security Unit (FSU) is the first level of defense and security for public safety and emergency preparedness in the Multnomah County courts. Facility Security Officers (FSOs) deter the introduction of weapons into the courts by screening entrants via x-ray and metal detection equipment. The security screening process and the presence of FSOs deter disruptions to court operations.

Program Summary

The Facility Security Unit (FSU) provides external and internal security to the downtown Courthouse, the Justice Center courts, and the East County Courthouse through electronic security screening, uniformed presence, and security patrols. The FSOs provide citizens and employees with a safe and secure environment to conduct their business by security screening of all persons entering the court facilities. The FSOs, 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 FSOs 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 FSOs helps to deter disturbances and criminal activity in the courts; when court operations are interrupted, it costs the taxpayers money. The effectiveness of FSOs is seen in the low ratio of exclusions to the number of persons screened.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of persons screened for entry	565,761	570,000	522,322	535,000
Outcome	Number of exclusions	2	10	12	15

Performance Measures Descriptions

Courts include Courthouse, Juvenile Justice, East County Courthouse, and MCDC. Data from the FSO statistics database.

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	2016	2016	2017	2017
Personnel	\$1,044,938	\$746,235	\$1,077,119	\$741,386
Materials & Supplies	\$21,061	\$657	\$21,061	\$656
Internal Services	\$0	\$64,308	\$0	\$69,158
Capital Outlay	\$140,000	\$0	\$140,000	\$0
Total GF/non-GF	\$1,205,999	\$811,200	\$1,238,180	\$811,200
Program Total:	\$2,017,199		\$2,049,380	
Program FTE	10.60	6.00	10.60	6.00

Program Revenues				
Indirect for Dept. Admin	\$44,067	\$0	\$49,568	\$0
Other / Miscellaneous	\$11,847	\$811,200	\$12,238	\$811,200
Total Revenue	\$55,914	\$811,200	\$61,806	\$811,200

Explanation of Revenues

General Fund:
\$12,238 - Security Services for Parenting Classes (4.5 Hrs X 70 Classes X \$38.85)

Special Ops Fund:
\$811,200 - Court Revenues for Court Security Services. This amount is based on what was received during the first 6 months of Fiscal Year 2016.

Significant Program Changes

Last Year this program was: FY 2016: 60035A-16 MCSO Facility Security - Courts

Department: Sheriff **Program Contact:** Chris Austin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Facility Security Officers (FSOs) are the first line of security at the jail facilities. The FSOs 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. FSOs also provide facility security and safety by controlling and monitoring foot and vehicular access to the lower levels of the Multnomah County Detention Center. FSOs provide public safety by their uniformed presence, facility patrols, and the security screening of entrants into the jail areas.

Program Summary

FSOs 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, inmate property, and money transactions. FSOs help ensure public safety by acting as a uniformed deterrent to disruptions within the facility, and prevent the introduction of weapons or contraband into the jail facilities through visitor screening. The Facility Security Unit (FSU) conducts records checks for Facilities and Property Management, Corrections Health, MCSO Programs, Aramark Food Services, and others who need access to the jail. The 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 FSOs provide person-to-person assistance to the public. The FSOs 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 level of persons excluded from visitor areas against the high number of service requests forms processed.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number into MCDC and MCIJ	152,841	140,000	95,640	130,000
Outcome	Number of service requests from jail	53,691	40,000	51,144	55,000
Outcome	Number of exclusions from MCDC and MCIJ	2	3	10	10

Performance Measures Descriptions

Data from the FSO statistics database.

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 through 166.380 – Possession of Firearms, Examination of Devices and Firearms; ORS 137.308 through 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	2016	2016	2017	2017
Personnel	\$2,004,090	\$0	\$2,026,291	\$0
Materials & Supplies	\$34,363	\$0	\$34,363	\$0
Internal Services	\$33,138	\$0	\$21,314	\$0
Total GF/non-GF	\$2,071,591	\$0	\$2,081,968	\$0
Program Total:	\$2,071,591		\$2,081,968	
Program FTE	22.50	0.00	22.50	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60035B-16 MCSO Facility Security - Jails

Decrease in Capital Equipment funding. Funds reallocated to other programs within the Sheriff's Office.

Department: Sheriff **Program Contact:** Chris Austin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Facility Security Unit (FSU) is the front line of defense and 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 Summary

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, Holgate, and Rockwood branch libraries. The presence of uniformed FSOs 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 FSOs maintain security and provide a calm and secure atmosphere by handling all of these persons and situations in a professional and reasonable manner. The presence of uniformed FSOs enables the library patrons to enjoy the libraries, and conduct their business in a safe and inviting atmosphere. The FSOs are a deterrent to disruptions and criminal activity in the libraries. The effectiveness of our work is seen in the low number of instances in which police response is required, compared to the large number of patrons served.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of library patrons	1,703,498	1,675,000	1,711,820	1,800,000
Outcome	FSO calls for enforcement back up	86	115	62	100

Performance Measures Descriptions

Number of patrons is from the Central Library and the Holgate, Midland, and Rockwood branches. Estimates are based on estimates from current entries and data from the FSO statistics database and library statistics.

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	2016	2016	2017	2017
Personnel	\$456,662	\$0	\$487,409	\$0
Total GF/non-GF	\$456,662	\$0	\$487,409	\$0
Program Total:	\$456,662		\$487,409	
Program FTE	6.00	0.00	6.00	0.00

Program Revenues				
Other / Miscellaneous	\$456,662	\$0	\$487,409	\$0
Total Revenue	\$456,662	\$0	\$487,409	\$0

Explanation of Revenues

General Fund:

FY 2016 Library Total is \$487,409:

\$241,509-Central

\$93,458-Midland

\$66,893-Holgate

\$85,549-Rockwood

Significant Program Changes

Last Year this program was: FY 2016: 60035C-16 MCSO Facility Security - Library

Department: Sheriff

Program Contact: Chris Austin

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Facility Security Unit (FSU) is the front line security for the Juvenile Justice Complex (JJC). Facility Security Officers (FSOs) are the first contact point for the public and for professional persons, such as attorneys and counselors, entering the JJC. Core FSU functions include public safety and assistance, security, and referral. This is accomplished through one-on-one contact with the public, entry security screening, and knowledge of the criminal justice system. The presence of uniformed FSOs helps deter both disruptions to court operations and criminal activity in the facility.

Program Summary

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 metal detector screening, the presence of uniformed FSOs, 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 FSOs 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, which 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of persons screened	38,934	40,000	43,038	45,000
Outcome	Number of exclusions	0	3	2	3

Performance Measures Descriptions

Data from the FSO statistics database.

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	2016	2016	2017	2017
Personnel	\$141,599	\$0	\$142,776	\$0
Total GF/non-GF	\$141,599	\$0	\$142,776	\$0
Program Total:	\$141,599		\$142,776	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60035D-16 MCSO Facility Security - JJC

Decrease in Capital Equipment funding. Funds reallocated to other programs within the Sheriff's Office.

Department: Sheriff **Program Contact:** Elizabeth Daily

Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

Related Programs:

Program Characteristics:

Executive Summary

The Facility Security Unit (FSU) is the front line of defense for persons accessing the Gateway Center for Domestic Violence. The FSOs are the first visible resource providing professional assistance to persons entering the "one-stop" Gateway Center for Domestic Violence Services. The core functions of the FSU are public assistance and security.

Program Summary

The FSU provides security and public information for both the public and professionals transacting business at the Gateway Center facility. This is done by uniformed presence and facility patrols. The FSU works closely with all of the various partners at the 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, facing the loss of their children, or other life altering situations. The FSU is often 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. Disruptions and criminal activity interfere with the facility and domestic violence services, and create difficulties for professionals and families who need to conduct transactions. The effectiveness of the FSU is seen in the low ratio of incidents when compared with the number of persons served at the Gateway Center.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of service visits to the Gateway Center	6,880	6,500	6,910	7,000
Outcome	Number of incidents reported	27	28	34	32

Performance Measures Descriptions

Data from the FSO statistics database and the DV center Director Martha Strawn Morris.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$69,115	\$0	\$71,388	\$0
Total GF/non-GF	\$69,115	\$0	\$71,388	\$0
Program Total:	\$69,115		\$71,388	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60035E-16 MCSO Domestic Violence Gateway One Stop

Department: Sheriff **Program Contact:** Katie Burgard
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

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 Summary

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of (rule violation) assaults on inmates agency wide	85	85	95	95
Outcome	Number of (rule violation) assaults on staff agency wide	67	70	90	90
Output	Classification interviews in Reception	23,142	26,068	26,068	26,068
Outcome	Prison Rape Elimination Act (PREA) investigations initiated during interview	94	90	100	100

Performance Measures Descriptions

Assault rule violation data is based on number of assaults in MCDC and MCIJ and are from the Excel spreadsheet maintained by the Hearings Officers.

Classification interview data pulled from CIMS General Audit Report, Classification Triages Processed and PREA.

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	2016	2016	2017	2017
Personnel	\$3,046,742	\$0	\$3,160,130	\$0
Materials & Supplies	\$31,971	\$0	\$31,971	\$0
Internal Services	\$12,377	\$0	\$32,269	\$0
Total GF/non-GF	\$3,091,090	\$0	\$3,224,370	\$0
Program Total:	\$3,091,090		\$3,224,370	
Program FTE	20.00	0.00	20.00	0.00

Program Revenues				
Other / Miscellaneous	\$4,000	\$0	\$4,000	\$0
Total Revenue	\$4,000	\$0	\$4,000	\$0

Explanation of Revenues

General Fund:
\$4,000 - Classification Records Requests

Significant Program Changes

Last Year this program was: FY 2016: 60036-16 MCSO Classification

Legal / Contractual Obligation

ORS 169.170 - Assignment of county prisoners to public works; ORS 343.035 and ORS 336.187 - Educational requirements. Court Mandated Sentencing Orders. Oregon Jail Standards: C02.04.03 - Mental health screening; G01.02.01, G01.02.02, and G01.02.03 Access to the courts; G01.04.01 and G01.04.02 - Access to legal materials; J03.01.01 and J03.02.01. 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 and J04.03.01 - Rehabilitation treatment programs; J04.04.03 - Utilizing community resources for treatment programs; J05.02.04 - Facility work assignments, convicted inmates.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$2,269,321	\$64,452	\$2,474,652	\$0
Contractual Services	\$19,584	\$0	\$89,584	\$0
Materials & Supplies	\$120,883	\$0	\$120,883	\$0
Internal Services	\$24,069	\$0	\$28,313	\$0
Total GF/non-GF	\$2,433,857	\$64,452	\$2,713,432	\$0
Program Total:	\$2,498,309		\$2,713,432	
Program FTE	21.00	1.00	22.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60037-16 MCSO Inmate Programs

Added 1.00 FTE to program offer; position was previously in Inmate Welfare (60045) program offer.



Department: Sheriff **Program Contact:** Jeffery Wheeler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The MCSO Corrections Emergency Response Team (CERT) and Crisis Negotiations Team (CNT) respond to emergency situations that represent a potential hazard to a facility, loss of life, serious injury to staff, inmates or the public or when significant property loss is imminent. Protecting and preserving human life is the top priority for the MCSO CERT/CNT.

Program Summary

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.

The MCSO CERT/CNT consists of 1 CERT/CNT Commander, 2 CERT Team Leaders, 2 CERT Assistant Team Leaders, 10 CERT members, 1 CNT Team Leader and 4 CNT members.

CERT is divided into 2 teams of 7 members each. CERT teams rotate one month on primary call-out and one month on secondary call-out. The CNT is one team and does not rotate. All members of CERT/CNT are full time MCSO employees and are on call 24/7 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of CERT/CNT call outs	4	6	6	6
Outcome	Number of training sessions completed for CERT members	12	12	12	12
Outcome	Number of training session completed for CNT members	10	12	12	12

Performance Measures Descriptions

Data from TeleStaff Reports/AAR (After-Action Reports)/Outlook Calendar Notations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$106,039	\$0	\$107,489	\$0
Materials & Supplies	\$47,711	\$0	\$47,711	\$0
Internal Services	\$10,161	\$0	\$9,456	\$0
Capital Outlay	\$80,000	\$0	\$0	\$0
Total GF/non-GF	\$243,911	\$0	\$164,656	\$0
Program Total:	\$243,911		\$164,656	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60038-16 MCSO CERT/CNT

Reduced Capital Equipment line by \$50,000 to reallocate elsewhere in the Sheriff's Office.

Department: Sheriff **Program Contact:** Daniel Brown
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

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 Summary

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Inmate escapes	0	0	0	0
Outcome	Number of contract hours	138,120	139,262	139,120	139,600
Output	Number of community service hours	8,296	8,246	8,388	8,388
Output	Percent of inmates who were recaptured (100% is no escapes)	100%	100%	100%	100%

Performance Measures Descriptions

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
Program Expenses	2016	2016	2017	2017
Personnel	\$986,628	\$789,787	\$1,017,529	\$816,688
Contractual Services	\$6,091	\$0	\$6,091	\$0
Materials & Supplies	\$153,402	\$0	\$153,402	\$0
Internal Services	\$181,016	\$68,000	\$223,958	\$76,115
Capital Outlay	\$40,000	\$0	\$0	\$0
Total GF/non-GF	\$1,367,137	\$857,787	\$1,400,980	\$892,803
Program Total:	\$2,224,924		\$2,293,783	
Program FTE	6.50	5.90	6.50	5.90

Program Revenues				
Indirect for Dept. Admin	\$46,597	\$0	\$54,555	\$0
Other / Miscellaneous	\$0	\$267,484	\$0	\$267,484
Service Charges	\$0	\$590,304	\$0	\$625,319
Total Revenue	\$46,597	\$857,788	\$54,555	\$892,803

Explanation of Revenues

Special Ops Fund:

\$133,038 - Various Service Contracts with Governmental Agencies

\$336,288 - Service Contracts with ODOT

\$113,478 - Service Contract with City of Portland

\$42,515 - Revenue from Misc. Work Crew Services

\$267,484 - Estimated Reimbursements from Road Fund, Bridge Maint, Facilities Mgmt W/C Svcs

Significant Program Changes

Last Year this program was: FY 2016: 60039-16 MCSO MCIJ Work Crews

Reduced \$40,000 in Capital Equipment to be reallocated elsewhere in the Sheriff's Office.

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	2016	2016	2017	2017
Personnel	\$9,384,247	\$627,216	\$9,795,728	\$169,228
Contractual Services	\$7,863	\$0	\$7,863	\$0
Materials & Supplies	\$690,265	\$0	\$743,145	\$0
Internal Services	\$3,251,088	\$54,003	\$3,526,666	\$15,772
Capital Outlay	\$35,500	\$0	\$0	\$0
Total GF/non-GF	\$13,368,963	\$681,219	\$14,073,402	\$185,000
Program Total:	\$14,050,182		\$14,258,402	
Program FTE	64.28	0.00	64.28	0.00

Program Revenues				
Indirect for Dept. Admin	\$37,005	\$0	\$11,304	\$0
Intergovernmental	\$0	\$681,219	\$0	\$185,000
Total Revenue	\$37,005	\$681,219	\$11,304	\$185,000

Explanation of Revenues

Fed/State Fund:
\$185,000 - SCAAP Grant

Significant Program Changes

Last Year this program was: FY 2016: 60040A-16 MCSO MCDC Core Jail & 4th Floor

The HB 3194 Sheriff's Office-only portion was cut in FY 2016.

Department: Sheriff **Program Contact:** Derrick Peterson
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
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 Summary

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average daily inmate population MCDC total	388	390	390	425
Outcome	Inmate and staff assaults	101	98	160	130

Performance Measures Descriptions

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. Data from monthly reports provided by Hearings Officers. "Average daily pop..." from SW704 Report.

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	2016	2016	2017	2017
Personnel	\$3,599,995	\$0	\$3,713,749	\$0
Contractual Services	\$3,932	\$0	\$3,932	\$0
Materials & Supplies	\$299,038	\$0	\$305,478	\$0
Internal Services	\$44,842	\$0	\$24,940	\$0
Total GF/non-GF	\$3,947,807	\$0	\$4,048,099	\$0
Program Total:	\$3,947,807		\$4,048,099	
Program FTE	25.48	0.00	25.48	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60040B-16 MCSO MCDC 5th Floor

Department: Sheriff **Program Contact:** Derrick Peterson
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
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 Summary

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average daily inmate population MCDC total	388	390	390	425
Outcome	Inmate and staff assaults MCDC	101	98	160	130

Performance Measures Descriptions

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. Data from monthly reports provided by Hearings Officers. "Average daily pop..." from SW704 Report.

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	2016	2016	2017	2017
Personnel	\$2,207,980	\$0	\$2,120,158	\$0
Contractual Services	\$1,966	\$0	\$1,966	\$0
Materials & Supplies	\$220,614	\$0	\$223,834	\$0
Internal Services	\$27,366	\$0	\$13,358	\$0
Total GF/non-GF	\$2,457,926	\$0	\$2,359,316	\$0
Program Total:	\$2,457,926		\$2,359,316	
Program FTE	16.38	0.00	16.38	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60040C-16 MCSO MCDC 6th Floor

Department: Sheriff
Program Offer Type: Existing Operating Program
Related Programs:
Program Characteristics:

Program Contact: Derrick Peterson
Program Offer Stage: As Adopted

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 Summary

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average daily inmate population MCDC total	388	390	390	425
Outcome	Inmate and staff assaults MCDC	101	98	160	130

Performance Measures Descriptions

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. Data from monthly reports provided by Hearings Officers. "Average daily pop..." from SW704 Report.

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	2016	2016	2017	2017
Personnel	\$2,793,497	\$0	\$2,821,995	\$0
Contractual Services	\$1,966	\$0	\$1,966	\$0
Materials & Supplies	\$129,254	\$0	\$130,864	\$0
Internal Services	\$37,258	\$0	\$15,134	\$0
Total GF/non-GF	\$2,961,975	\$0	\$2,969,959	\$0
Program Total:	\$2,961,975		\$2,969,959	
Program FTE	23.66	0.00	23.66	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60040D-16 MCSO MCDC 7th Floor

Department: Sheriff **Program Contact:** Derrick Peterson
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
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 Summary

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average daily inmate population MCDC total	388	390	390	425
Outcome	Inmate and staff assaults MCDC	101	98	160	130

Performance Measures Descriptions

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. Data from monthly reports provided by Hearings Officers. "Average daily pop..." from SW704 Report.

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	2016	2016	2017	2017
Personnel	\$1,787,413	\$0	\$1,798,117	\$0
Materials & Supplies	\$66,359	\$0	\$67,969	\$0
Internal Services	\$22,273	\$0	\$4,000	\$0
Total GF/non-GF	\$1,876,045	\$0	\$1,870,086	\$0
Program Total:	\$1,876,045		\$1,870,086	
Program FTE	16.38	0.00	16.38	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60040E-16 MCSO MCDC 8th Floor

Department: Sheriff **Program Contact:** Jose Martinez

Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

Related Programs:

Program Characteristics:

Executive Summary

This program offer is for the operation of 166 beds at MCIJ. This is the base 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.

Program Summary

The Inverness Jail is a medium security, 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. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders. Program activities include counseling, education, and mental health services to facilitate offender's successful transition back to the community and work opportunities for sentenced offenders.

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. 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.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average daily inmate population MCIJ total	758	845	815	845
Outcome	Number of inmate and staff assaults MCIJ	39	30	30	40

Performance Measures Descriptions

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. Data from monthly reports provided by Hearings Officers. "Average daily pop..." from SW704 Report. 2015 assaults were high due to housing MCDC inmates at IJ due to projects. This trend may continue. Also, MCIJ has a new mixed classification dorm.

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	2016	2016	2017	2017
Personnel	\$3,591,643	\$7,997,585	\$3,690,896	\$8,775,809
Contractual Services	\$12,492	\$0	\$12,492	\$0
Materials & Supplies	\$1,044,906	\$10,284	\$1,105,978	\$10,282
Internal Services	\$3,471,176	\$688,497	\$3,764,887	\$818,864
Capital Outlay	\$11,884	\$0	\$11,884	\$0
Total GF/non-GF	\$8,132,101	\$8,696,366	\$8,586,137	\$9,604,955
Program Total:	\$16,828,467		\$18,191,092	
Program FTE	20.20	55.00	20.20	55.00

Program Revenues				
Indirect for Dept. Admin	\$471,483	\$0	\$586,911	\$0
Intergovernmental	\$0	\$8,696,366	\$0	\$9,604,955
Service Charges	\$4,056,397	\$0	\$3,707,295	\$0
Total Revenue	\$4,527,880	\$8,696,366	\$4,294,206	\$9,604,955

Explanation of Revenues

General Fund:

\$3,277,299 - US Marshal for 70 Beds X \$128.27 X 365 Days

\$80,810 - BOP (Based on collecting \$40,405.05 in first 6 months of FY16)

\$349,186 - M73 Inmate Beds (Based on collecting \$174,593.09 in first 6 months of FY16)

Fed/State Fund:

\$9,135,369 - Senate Bill 1145 State Funding

\$63,730 - Start Court M57 State Funding

\$405,856 - DOC M57 State Funding

Significant Program Changes

Last Year this program was: FY 2016: 60041A-16 MCSO MCIJ Dorms 10, 11 & 18

US Marshal Jail Bed expectations have decreased from 80 beds to 70 beds. This is an anticipated reduction in revenue in the amount of \$468,185.

Department: Sheriff **Program Contact:** Jose Martinez

Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

Related Programs:

Program Characteristics:

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.

Program Summary

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average daily inmate population MCIJ total	758	845	815	845
Outcome	Number of inmate and staff assaults MCIJ	39	30	30	40

Performance Measures Descriptions

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. Data from monthly reports provided by Hearings Officers. "Average daily pop..." from SW704 Report. 2015 assaults were high due to housing MCDC inmates at IJ due to projects. This trend may continue. Also, MCIJ has a new mixed classification dorm.

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	2016	2016	2017	2017
Personnel	\$2,976,787	\$0	\$3,039,694	\$0
Contractual Services	\$3,512	\$0	\$3,512	\$0
Materials & Supplies	\$176,430	\$0	\$179,108	\$0
Internal Services	\$26,526	\$0	\$5,897	\$0
Total GF/non-GF	\$3,183,255	\$0	\$3,228,211	\$0
Program Total:	\$3,183,255		\$3,228,211	
Program FTE	20.02	0.00	20.02	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60041B-16 MCSO MCIJ Dorms 12 & 13

Department: Sheriff **Program Contact:** Jose Martinez
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

This offer is for the operation of 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 Summary

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average daily inmate population MCIJ total	758	845	815	845
Outcome	Number of inmate and staff assaults MCIJ	39	30	30	40

Performance Measures Descriptions

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. Data from monthly reports provided by Hearings Officers. "Average daily pop..." from SW704 Report. 2015 assaults were high due to housing MCDC inmates at IJ due to projects. This trend may continue. Also, MCIJ has a new mixed classification dorm.

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	2016	2016	2017	2017
Personnel	\$1,804,956	\$0	\$1,852,931	\$0
Contractual Services	\$2,235	\$0	\$2,235	\$0
Materials & Supplies	\$163,450	\$0	\$166,128	\$0
Internal Services	\$15,712	\$0	\$5,360	\$0
Total GF/non-GF	\$1,986,353	\$0	\$2,026,654	\$0
Program Total:	\$1,986,353		\$2,026,654	
Program FTE	12.74	0.00	12.74	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60041C-16 MCSO MCIJ Dorms 14 & 15

Department:	Sheriff	Program Contact:	Jose Martinez
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:			
Program Characteristics:			

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 Summary

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average daily inmate population MCIJ total	758	845	815	845
Outcome	Number of inmate and staff assaults MCIJ	39	30	30	40

Performance Measures Descriptions

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. Data from monthly reports provided by Hearings Officers. "Average daily pop..." from SW704 Report. 2015 assaults were high due to housing MCDC inmates at IJ due to projects. This trend may continue. Also, MCIJ has a new mixed classification dorm.

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	2016	2016	2017	2017
Personnel	\$513,852	\$0	\$504,803	\$0
Contractual Services	\$639	\$0	\$639	\$0
Materials & Supplies	\$61,237	\$0	\$63,915	\$0
Internal Services	\$4,022	\$0	\$1,072	\$0
Total GF/non-GF	\$579,750	\$0	\$570,429	\$0
Program Total:	\$579,750		\$570,429	
Program FTE	3.64	0.00	3.64	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60041D-16 MCSO MCIJ Dorms 16 & 17

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	2016	2016	2017	2017
Personnel	\$1,898,405	\$0	\$1,794,831	\$0
Contractual Services	\$2,554	\$0	\$2,554	\$0
Materials & Supplies	\$121,366	\$0	\$124,044	\$0
Internal Services	\$16,091	\$0	\$4,288	\$0
Total GF/non-GF	\$2,038,416	\$0	\$1,925,717	\$0
Program Total:	\$2,038,416		\$1,925,717	
Program FTE	14.56	0.00	14.56	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60041E-16 MCSO MCIJ Dorms 6 & 7

Department: Sheriff **Program Contact:** Jose Martinez
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

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.

Program Summary

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.

Dorm 9 currently operates as the MCIJ outside workers dorm housing 59 inmates suitable for work positions outside of the secure confines of the jail.

In 2016 Dorm 8 is purposed to become the 59 inmate mixed classification treatment readiness dorm. Chosen because it is adjacent to dorm 9 and has close proximity to the available program rooms. This new program is part of the justice reinvestment initiative providing intensive programming to carefully screened, eligible inmates with the expectation of lowering the overall recidivism rate.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average daily inmate population MCIJ total	758	845	815	845
Outcome	Number of inmate and staff assaults MCIJ	39	30	30	40

Performance Measures Descriptions

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. Data from monthly reports provided by Hearings Officers. "Average daily pop..." from SW704 Report. 2015 assaults were high due to housing MCDC inmates at IJ due to projects. This trend may continue. Also, MCIJ has a new mixed classification dorm.

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	2016	2016	2017	2017
Personnel	\$1,027,441	\$0	\$1,056,210	\$0
Contractual Services	\$1,596	\$0	\$1,596	\$0
Materials & Supplies	\$107,264	\$0	\$107,264	\$0
Internal Services	\$10,056	\$0	\$2,680	\$0
Total GF/non-GF	\$1,146,357	\$0	\$1,167,750	\$0
Program Total:	\$1,146,357		\$1,167,750	
Program FTE	9.10	0.00	9.10	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60041F-16 MCSO MCIJ Dorms 8 & 9

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	2016	2016	2017	2017
Personnel	\$1,032,011	\$0	\$904,761	\$0
Contractual Services	\$2,554	\$0	\$2,554	\$0
Materials & Supplies	\$10,537	\$0	\$10,537	\$0
Internal Services	\$16,089	\$0	\$4,288	\$0
Total GF/non-GF	\$1,061,191	\$0	\$922,140	\$0
Program Total:	\$1,061,191		\$922,140	
Program FTE	5.22	0.00	7.28	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60041G-16 MCSO MCIJ Dorm 5

Redistributed FTE when MCIJ Program Offers were modified: 3.64 FTE to Program Offer 60041H-17 and 3.64 FTE to Program Offer 60041I-17.

Department: Sheriff **Program Contact:** Jose Martinez**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted**Related Programs:****Program Characteristics:** One-Time-Only Request**Executive Summary**

The MCIJ East Escort deputies ensure the safe and secure movement of inmates and visitors within the jail. Escort deputies coordinate all aspects of inmate movements, attend to visitors/County employees within the jail, and assist with overall jail emergencies. This program offer funds a day and swing shift escort post which supports dorms 1 through 5 at MCIJ.

Program Summary

This offer provides for escort services related to the operation of Dorms 4 and 5 at MCIJ.

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. Escort deputies perform the essential function of safely coordinating inmate and visitor movements within the jail.

Inmates move throughout the system during their jail stay, including, but not limited to: visits with medical, lawyers, and family; movements to and from meals, work crews duties, and programming; and transfers to court. Escort deputies coordinate all inmate movements. They also assist with inmate welfare checks, searches of inmates or property, providing relief to other deputies, and are available to respond to emergency jail management issues.

As part of efforts to institute alternative programs to jail, the Board of the Commissioners has directed a scaled approach for closure of 118 jail beds. Operation of dorm 5 (59 beds) is funded through September 2016 and operation of dorm 4 (59 beds) through December 2016. This program offer provides escort services to dorms 4 and 5 and is funded through December 31, 2016. The remainder of program funding for the year will be held in contingency in the event of unanticipated need.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of Kitchen escorts of inmates per day	NA	NA	40	40
Outcome	Daily relief hours for lunch, processing inmates for court	NA	NA	3	3

Performance Measures Descriptions

Kitchen escorts based on two meals per day, 10 inmates escorted to and from the kitchen. Two hours of relief are provided by escort deputies for other deputies' lunch breaks and escort deputies take approximately one hour to process inmates going to / returning from court.

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	2016	2016	2017	2017
Personnel	\$344,708	\$0	\$209,452	\$0
Contractual Services	\$0	\$0	\$0	\$0
Materials & Supplies	\$0	\$0	\$0	\$0
Total GF/non-GF	\$344,708	\$0	\$209,452	\$0
Program Total:	\$344,708		\$209,452	
Program FTE	6.00	0.00	1.82	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60041H-16 MCSO MCIJ Dorm 4

Redistribution of FTE when MCIJ Program Offers were modified: 3.64 FTE moved from Program Offer 60041G-17. 5.46 FTE moved to Program Offer 60041J-17.

In FY 2017, this program offer is being purchased with one-time-only funds through December 31, 2016. The remainder will be held in contingency in the event of unanticipated need.

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	2016	2016	2017	2017
Personnel	\$190,697	\$0	\$89,850	\$0
Materials & Supplies	\$46,358	\$0	\$11,214	\$0
Total GF/non-GF	\$237,055	\$0	\$101,064	\$0
Program Total:	\$237,055		\$101,064	
Program FTE	3.34	0.00	0.91	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60041G-16 MCSO MCIJ Dorm 5

Redistribution of FTE when MCIJ Program Offers were modified: 3.64 FTE moved from Program Offer 60041G-17.

In FY 2017, this program offer is being purchases with one-time-only funds through September 30, 2016. The remainder will be held in contingency in the event of unanticipated need.

Department: Sheriff **Program Contact:** Jose Martinez
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: One-Time-Only Request

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.

Program Summary

This offer provides for the operation of an 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.

As part of efforts to institute alternative programs to jail, the Board of the Commissioners has directed a scaled approach for closure of 118 jail beds. Operation of dorm 5 (59 beds) is funded through September 2016 and operation of dorm 4 (59 beds) through December 2016. The remainder of program funding for the year will be held in contingency in the event of unanticipated need.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average daily inmate population MCIJ total	758	845	815	845
Outcome	Number of inmate and staff assaults MCIJ	39	30	30	40

Performance Measures Descriptions

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.

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	2016	2016	2017	2017
Personnel	\$578,701	\$0	\$268,424	\$0
Contractual Services	\$958	\$0	\$480	\$0
Materials & Supplies	\$53,928	\$0	\$26,964	\$0
Total GF/non-GF	\$633,587	\$0	\$295,868	\$0
Program Total:	\$633,587		\$295,868	
Program FTE	5.46	0.00	2.73	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60041H-16 MCSO MCIJ Dorm 4

Redistribution of FTE when MCIJ Program Offers were modified: 5.46 FTE from Program Offer 60041H-17.

In FY 2017, this program offer is being purchased with one-time-only funds through December 31, 2016. The remainder will be held in contingency in the event of unanticipated need.

Department: Sheriff **Program Contact:** Katie Burgard

Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

Related Programs:

Program Characteristics:

Executive Summary

Close Street is an intensive custody and supervision program that provides pre-trial services to arrestees of Measure 11 crimes, Domestic Violence cases, and a select group of clients with mental health disorders. Deputies interview defendants and conduct investigations to present the Court with accurate, timely, and impartial information which assists the Judge in making an informed release decision. This program supports both offender accountability and reentry of the offender into the community while increasing available jail beds.

Program Summary

This intensive custody and supervision program supports offender accountability while transitioning pretrial and sentenced offenders out of scarce jail beds. At the direction of the court, Close Street Supervision provides intensive, individualized supervision and management of multiple need pretrial arrestees who would otherwise be ineligible for pretrial release. This program supports and enhances community safety by assessing a broader number of the in-custody population for program suitability, expanding case management and supervision, subsidizing participation when indicated, and providing immediate consequences for program failures.

Compared to other pretrial supervision programs, the program’s success rates rank among the highest in the nation. A recent audit demonstrated that, of the almost 1,200 defendants supervised in 2010, more than 96% were successful; appearing for all scheduled court dates and committing no new crimes, while under supervision. More than 99% of Close Street supervised arrestees successfully complete the program with no new offenses. Close Street participants also appeared for all scheduled court dates 98% of the time. The national average for both of these measures is 80%**.

Performance Measures					
Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Average number of supervised people per month***	161	160	175	175
Outcome	Percent of population appearing for all court dates during supervision	98%	97%	98%	98%
Outcome	Percent of population arrested for new crimes during supervision	1%	2%	2%	2%

Performance Measures Descriptions

*Audit of Multnomah County Pretrial Services conducted by the Multnomah County Auditor’s Office (2011).
 **Data compiled from Pretrial Justice in America: A Survey of County Pretrial Release Policies, Practices, and Outcomes. Published by the Pretrial Justice Institute, 2010.
 ***Average caseload size 25:1

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,111,074	\$0	\$1,143,403	\$0
Contractual Services	\$69,383	\$0	\$69,383	\$0
Materials & Supplies	\$31,479	\$0	\$31,479	\$0
Internal Services	\$38,401	\$0	\$63,929	\$0
Total GF/non-GF	\$1,250,337	\$0	\$1,308,194	\$0
Program Total:	\$1,250,337		\$1,308,194	
Program FTE	8.00	0.00	8.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60043-16 MCSO Close Street

Department: Sheriff **Program Contact:** Katie Burgard**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted**Related Programs:****Program Characteristics:****Executive Summary**

The Volunteer Services program enables the Sheriff's Office to achieve its mission with the assistance of nearly 250 volunteers, interns, and community partners. [Note: Search and Rescue, Reserve Deputies, and Jail Chaplain Volunteers are not part of this Program.] Volunteers support and enhance operations in all three agency Divisions and become involved citizens gaining an in-depth understanding of the criminal justice system. Additionally, the development and support of placements benefits agency recruiting and hiring efforts for future employment needs.

Program Summary

The Volunteer Services program provides for the recruitment, interviews, backgrounds, training, placement, data maintenance, and recognition to sustain a core base of nearly 280 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, as well as ongoing review to ensure compliance with agency and county policies and procedures and to ensure the safety and security of operations. By monitoring the agency's needs, Volunteer Services works to find professionals willing to share their time and expertise. Placement opportunities 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 within a facility/housing area. Other agency placements include assignments with River Patrol, the Cold Case Team, Citizen Patrol in the Gorge, Human Trafficking, Enforcement Records and other support services.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	# of service hours contributed by MCSO volunteers, interns & community partners	10,480	9,000	14,000	14,000
Outcome	Dollar value savings resulting from contributions of volunteer time	236,324	200,000	315,700	315,700
Output	Number of applicant inquiries and pre-screening reviews	275	300	350	350
Outcome	Number of MCSO work units supported by volunteers, interns, community partners	20	20	20	20

Performance Measures Descriptions

The Independent Sector hourly valuation of volunteer time is \$22.55 based on 2014 figures. (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 Bureau of Labor Statistics. This figure is increased by 12% to estimate for fringe benefits). Estimate for FY16 based on totals for first half of FY16 x2.

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	2016	2016	2017	2017
Personnel	\$105,129	\$0	\$105,519	\$0
Materials & Supplies	\$4,280	\$0	\$4,280	\$0
Total GF/non-GF	\$109,409	\$0	\$109,799	\$0
Program Total:	\$109,409		\$109,799	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60044-16 MCSO Volunteers

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
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$73,979	\$0	\$0
Materials & Supplies	\$0	\$96,295	\$0	\$17,073
Internal Services	\$0	\$75,205	\$0	\$50,927
Total GF/non-GF	\$0	\$245,479	\$0	\$68,000
Program Total:	\$245,479		\$68,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$18,955	\$0	\$4,155	\$0
Other / Miscellaneous	\$0	\$331,853	\$0	\$46,000
Interest	\$0	\$500	\$0	\$0
Service Charges	\$0	\$16,585	\$0	\$22,000
Total Revenue	\$18,955	\$348,938	\$4,155	\$68,000

Explanation of Revenues

Inmate Welfare Trust Fund:

\$58,000 - Hygiene Kits, Copies, Records Req, Hearings Fees, Statement Requests, Grievance Fees, Food Handlers Cert Fee

\$10,000 - Disciplinary Fines

Significant Program Changes

Last Year this program was: FY 2016: 60045-16 MCSO Inmate Welfare

The Sheriff's Office will no longer collect inmate phone revenue. This is an annual revenue loss of approx. \$350,000. Moved 1.00 FTE to 60037-17 Inmate Programs and 0.50 FTE to 60079-17 Procurement & Warehouse.

Department: Sheriff

Program Contact: Ned Walls

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

This offer purchases continued funding of a Corrections Sergeant to continue 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 Summary

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 shares names and information with the Oregon Human Trafficking Task Force regarding intelligence gathered on potential perpetrators, maintains a data-base module for tracking and information dissemination and uses 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	In Custody Victims Identified	70	100	350	100
Outcome	Juvenile Victims Identified	11	15	40	15
Outcome	Involved Cases Prosecuted	20	15	30	15
Outcome	Involved Cases Pending Prosecution	22	20	20	20

Performance Measures Descriptions

In-Jail Human Trafficking continues to see an increase in involved cases. There are more units finding human trafficking in their cases, domestic violence cases, gang cases, drug cases and a large amount of P/V sanctions. MCSO has been involved with training other law enforcement and criminal justice agencies on how to identify human trafficking in jail and how this information can help them with their case.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$162,739	\$0	\$177,709	\$0
Total GF/non-GF	\$162,739	\$0	\$177,709	\$0
Program Total:	\$162,739		\$177,709	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60050-16 MCSO In-Jail Human Trafficking

Department: Sheriff **Program Contact:** Jose Martinez
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 60055-17; 60091-17
Program Characteristics:

Executive Summary

Dedicated MCJRP Escort Deputies assure that all parties will have timely access to individuals in custody and facilitate the successful completion of pre-trial assessments to ensure the most appropriate services and sanctions available are included in community-based decisions by arranging and expediting offender assessment interviews within correctional facilities.

Program Summary

Probation and Parole Officers from the Department of Community Justice are responsible for conducting pre-trial assessments of MCJRP eligible defendants. These assessments are provided to the Prosecution, the Defense, and the Court to promote sentencing that is fully informed by all available risk assessment tools. To ensure that assessments take place within the short pre-trial time frame, PPOs and attorneys must have easy access to defendants who are in-custody.

The Multnomah County Justice Reinvestment Program (MCJRP) is a collaborative effort to improve the assessment of criminal offenders in Multnomah County and provide a continuum of community-based services and sanctions. This combination of early assessment and intervention is provided to reduce recidivism while protecting public safety. Success is only possible through the partnership of the participating MCJRP members.

This program provides funding for 1.3 FTE Escort Deputies at the Inverness Jail. These Deputies will help facilitate the inmate risk/need assessment interview process during week days.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of pre-trial assessments conducted	240	240	502	520
Outcome	Percentage of assessments that take place within the short pre-trial time frame	100%	100%	100%	100%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$125,748	\$0	\$130,610
Internal Services	\$0	\$10,827	\$0	\$12,173
Total GF/non-GF	\$0	\$136,575	\$0	\$142,783
Program Total:	\$136,575		\$142,783	
Program FTE	0.00	1.30	0.00	1.30

Program Revenues				
Indirect for Dept. Admin	\$7,419	\$0	\$8,724	\$0
Intergovernmental	\$0	\$136,575	\$0	\$132,035
Beginning Working Capital	\$0	\$0	\$0	\$10,748
Total Revenue	\$7,419	\$136,575	\$8,724	\$142,783

Explanation of Revenues

\$132,035 - HB3194 Justice Reinvestment Funding
 \$10,748 - Carry-over from Fiscal Year 2016

Significant Program Changes

Last Year this program was: FY 2016: 60054-16 HB3194 Justice Reinvestment - Escorts



Department: Sheriff **Program Contact:** Katie Burgard
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 60054-17; 60091-17
Program Characteristics:

Executive Summary

The Multnomah County Justice Reinvestment Program (MCJRP) is a collaborative effort to improve the assessment of criminal offenders in Multnomah County and provide a continuum of community-based services and sanctions. Early assessment and intervention is provided to reduce recidivism while protecting public safety. Success is only possible through the partnership of the participating MCJRP members. This program provides a Program Administrator to coordinate a dedicated 59 bed dorm for Justice Reinvestment programming.

Program Summary

Research has shown that education provided to incarcerated individuals addressing readiness for addictions treatment and employment can increase an opportunity for success resulting in a potential for reduced recidivism. Bringing a targeted group of offenders together within one dorm allows an increase in access to professionals and programming.

MCJRP eligible inmates will be identified early to allow for pre-conviction services and continue on a more intensive track once formally sentenced. As the process develops, MCJRP participants in the dorm will have the opportunity to act as peers to assist new participants in positive social interactions and role modeling. Already existing in-jail programming will be restructured and partnerships will be expanded to develop additional services in order to remain fiscally responsible and maximize resources. In addition, the increase of multidisciplinary staff within jail housing will offer a positive and productive milieu to promote offender participation. By building rapport between MCSO staff, DCJ, community service providers, and offenders in custody we will encourage healthy relationships and continuity of care once released.

Coordination of intensive in-jail programmatic intervention based on the assessed needs of MCJRP eligible inmates helps increase the likelihood of success in the community post release. In-jail MCJRP intervention requires a partnership between MCSO and the Department of Community Justice to create a dedicated housing location within MCSO's Inverness Jail allowing for saturated in-jail programming and proactive linkage to community providers therefor offering an increased opportunity for offender success upon release.

Performance Measures					
Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of MCJRP inmates placed in dedicated dorm to receive in jail programming	N/A	N/A	150	150
Outcome	Average number of programming hours (not including work crew) attended daily per inmate	N/A	N/A	5	5

Performance Measures Descriptions

Performance measures were changed between FY16 and FY17 to report data more specific to Sheriff's Office performance. Data will come from SWIS and the programs database.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$38,321	\$0	\$106,380
Internal Services	\$0	\$8,609	\$0	\$9,914
Total GF/non-GF	\$0	\$46,930	\$0	\$116,294
Program Total:	\$46,930		\$116,294	
Program FTE	0.00	0.00	0.00	1.00

Program Revenues				
Indirect for Dept. Admin	\$5,899	\$0	\$7,106	\$0
Intergovernmental	\$0	\$108,600	\$0	\$104,991
Beginning Working Capital	\$0	\$0	\$0	\$11,303
Total Revenue	\$5,899	\$108,600	\$7,106	\$116,294

Explanation of Revenues

\$104,991 - HB3194 Justice Reinvestment Funding
 \$11,303 - Carry-over Funds from Fiscal Year 2016

Significant Program Changes

Last Year this program was: FY 2016: 60055-16 HB3194 Justice Reinvestment - Program Administrator

Department: Sheriff

Program Contact: Tim Moore

Program Offer Type: Administration

Program Offer Stage: As Adopted

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 Summary

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Percent performance measurements met in Division	90%	90%	99%	90%
Outcome	Number of new hires in Enforcement Division	24.5	N/A	21.5	13

Performance Measures Descriptions

"Percent performance measures met in Division" represents a summation of total Division performance measures. Does not include Enforcement Admin.

Number of voluntary resignations was changed to "Number of new hires in Enforcement Division." This focuses on the work to be done in the Division. Data from P&R Unit Excel file "MCSO Positions List.xlsx, "Positions Filled."

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$329,651	\$0	\$372,602	\$0
Contractual Services	\$52,470	\$0	\$52,470	\$0
Materials & Supplies	\$147,624	\$0	\$147,624	\$0
Internal Services	\$249,760	\$0	\$258,575	\$0
Total GF/non-GF	\$779,505	\$0	\$831,271	\$0
Program Total:	\$779,505		\$831,271	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60060-16 MCSO Enforcement Division Admin

Department: Sheriff

Program Contact: Francis Cop

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Enforcement Support Unit is partially composed of Enforcement Records, Civil Support, and Word Processing. The Concealed Handgun Unit and Alarm Ordinance Unit are also part of the Enforcement Support Unit however have separate budgets. The main functions of these units are to provide clerical support for all the Units that comprise the Enforcement Division of the Sheriff's Office.

Program Summary

The Records Unit operates 24 hours a day, 7 days a week, 365 days a year. The Records Unit receives processes and maintains law enforcement, warrant, and protective order records for Multnomah County. Accurate and timely processing of information and records is critical to the overall operations of the Multnomah County Sheriff's Office and has a direct effect on timely arrests, detention of prisoners and police officer safety. The Records Unit is often the first point of contact with the Sheriff's office for the public, other agencies, and other law enforcement personnel and therefore are fielding questions and making appropriate referrals if needed. The Civil Support Unit provides clerical support for the Civil Unit duties of serving court papers and enforcing court orders such as small claims, divorce papers, subpoenas, child support, restraining orders and eviction papers. The Civil Support Unit also prepares and tracks Real Property foreclosures and is available to assist the public with civil paperwork. The Word Processing Unit is responsible for providing clerical support to the Enforcement Command staff as well as the Specialized Units such as Detectives.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of warrants received and entered	19,949	22,000	21,000	21,000
Outcome	Number of protective orders received and entered	2,335	2,500	2,400	2,500
Output	Number of law enforcement records entered	7,739	9,000	8,000	9,000
Output	Number of LEDS/NCIC records validated (PO, Warrants, Others)	13,065	18,000	17,000	17,000

Performance Measures Descriptions

Data generated from monthly reports which are compiled from daily tally sheets. "Warrants entered" is verified by a SWIS report. The report numbers issued performance measure is generated out of PPDS. Beginning in May 2015, the data measurement for the Number of law enforcement records entered has changed. Reports are no longer entered into PPDS, but rather RegJIN and records responsibility is not to enter the reports, but to transcribe them.

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	2016	2016	2017	2017
Personnel	\$2,172,844	\$0	\$2,221,791	\$0
Contractual Services	\$13,450	\$0	\$13,450	\$0
Materials & Supplies	\$52,517	\$0	\$52,517	\$0
Internal Services	\$31,535	\$0	\$55,874	\$0
Total GF/non-GF	\$2,270,346	\$0	\$2,343,632	\$0
Program Total:	\$2,270,346		\$2,343,632	
Program FTE	25.00	0.00	25.00	0.00

Program Revenues				
Fees, Permits & Charges	\$15,500	\$0	\$15,500	\$0
Other / Miscellaneous	\$12,500	\$0	\$18,000	\$0
Total Revenue	\$28,000	\$0	\$33,500	\$0

Explanation of Revenues

General Fund:
\$15,500 - Tow Fees
\$18,000 - Report Requests

This amount is based on what was received during the first 6 months of FY16.

Significant Program Changes

Last Year this program was: FY 2016: 60061-16 MCSO Enforcement Division Support

Department: Sheriff **Program Contact:** Monte Reiser

Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

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 develop and implement community policing projects utilizing community based policing principles and frontline human services while providing safety to citizens.

Program Summary

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Calls for service	54,350	48,000	60,462	60,000
Outcome	Number of arrests generated from calls for service	3,181	2,600	3,006	3,100
Outcome	Average response time (minutes)	16	15	12	15

Performance Measures Descriptions

Calls for service includes self-initiated and dispatched incidents. Response time is for dispatched calls only. Data from BOEC. Arrest data from RegJIN. Increases calls for service and arrests due to Troutdale consolidation.

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	2016	2016	2017	2017
Personnel	\$8,101,888	\$88,659	\$8,594,757	\$95,010
Contractual Services	\$2,348	\$3,000	\$2,348	\$3,000
Materials & Supplies	\$379,874	\$12,234	\$404,436	\$9,807
Internal Services	\$825,375	\$7,653	\$966,206	\$8,183
Capital Outlay	\$393,990	\$0	\$233,990	\$0
Total GF/non-GF	\$9,703,475	\$111,546	\$10,201,737	\$116,000
Program Total:	\$9,815,021		\$10,317,737	
Program FTE	49.03	0.00	50.37	0.00

Program Revenues				
Indirect for Dept. Admin	\$5,244	\$0	\$5,865	\$0
Intergovernmental	\$0	\$69,000	\$0	\$65,000
Other / Miscellaneous	\$0	\$15,000	\$0	\$20,000
Beginning Working Capital	\$0	\$7,546	\$0	\$9,000
Service Charges	\$3,260,919	\$20,000	\$3,342,191	\$22,000
Total Revenue	\$3,266,163	\$111,546	\$3,348,056	\$116,000

Explanation of Revenues

General Fund: \$400 - Misc. Patrol/Security Services Provided; \$35,151 - Patrol Services provided to Maywood Park (1.6% COLA increase from Prev. Year); \$405,451 - Patrol Services provided to Wood Village (1.6% COLA increase from Prev. Year); \$2,883,189 - Troutdale Contract (2.0% COLA increase from Prev. Year); \$18,000 for providing police chief services to Fairview.

Fed/State Fund: \$22,000 - Patrol Services to OR State Parks within Multnomah County; \$5,000 - OSSA Seatbelt Grant; \$15,000 - OSSA DUII Grant; \$60,000 - Patrol Services to OR Dept. of Transportation Construction Zones.

Special Ops Fund: \$5,000 - Reimbursement from OR Fire Marshal for Hazardous Materials Activities, \$9,000 - Estimated carry-over from FY16.

Significant Program Changes

Last Year this program was: FY 2016: 60063-16 MCSO Patrol

Cut \$160,000 in Capital Equipment as it was one-time-only in Fiscal Year 2016.

Department: Sheriff **Program Contact:** Monte Reiser

Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

Related Programs:
Program Characteristics:
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 Summary

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 harm to 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of individuals served through civil process	12,592	13,500	12,960	13,000
Outcome	Percent protective orders served	59%	80%	80%	80%
Output	Number of evictions	835	850	850	850

Performance Measures Descriptions

Data from the "Civil Process" data base.

"Percent successfully served documents" is reduced due to varying "titles" of civil documents thus one documented service may involve multiple types of civil process.

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
Program Expenses	2016	2016	2017	2017
Personnel	\$1,512,585	\$0	\$1,500,678	\$0
Contractual Services	\$1,173	\$0	\$1,173	\$0
Materials & Supplies	\$40,465	\$0	\$40,465	\$0
Internal Services	\$105,742	\$0	\$85,536	\$0
Total GF/non-GF	\$1,659,965	\$0	\$1,627,852	\$0
Program Total:	\$1,659,965		\$1,627,852	
Program FTE	12.00	0.00	12.00	0.00

Program Revenues				
Fees, Permits & Charges	\$500,000	\$0	\$500,000	\$0
Service Charges	\$201,600	\$0	\$202,000	\$0
Total Revenue	\$701,600	\$0	\$702,000	\$0

Explanation of Revenues

General Fund:
\$150,000 - Civil Process Fees
\$350,000 - Civil Foreclosure Fees due to property sales
\$200,000 - Circuit Court Revenue
\$2,000 - Reimbursement for State Extraditions

Significant Program Changes

Last Year this program was: FY 2016: 60064-16 MCSO Civil Process

Decrease in Capital Equipment Funds due to re-allocation of funds to other programs within the Sheriff's Office.

Department: Sheriff **Program Contact:** Steve Dangler**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted**Related Programs:****Program Characteristics:**

Executive Summary

The Sheriff's River Patrol Unit partners with the Oregon Marine Board, the Port of Portland, and the 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 Summary

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, drowning, missing persons, and environmental hazards. Deputies provide boater safety education and intervention through classroom, boat inspections 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 2015, the Port of Portland moved 8,380,848 short tons of cargo through its facilities and there were 352 calls to port terminals by ocean-going vessel. Community livability contributes to a thriving economy and access to work, cultural, and recreational activity is an important element of a thriving economy. River Patrol 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 Marine Board contributes approximately one third of the funding needs for the Sheriff's Office River Patrol. The River Patrol Unit 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Hours of community water safety education	326	230	230	230
Outcome	Number of citizens issued boater examination reports, warning, and citations	3380	3,400	3400	3400

Performance Measures Descriptions

Data from Oregon State Marine Board website "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 for FY13 plus 59 prep hours, FY14 40 prep hours).

Legal / Contractual Obligation

Patrol operates under ORS Chapter 830 and contracts with the Oregon Marine Board.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,523,529	\$771,871	\$1,604,826	\$858,346
Contractual Services	\$1,000	\$0	\$1,000	\$0
Materials & Supplies	\$146,634	\$63,890	\$181,333	\$63,712
Internal Services	\$143,751	\$11,416	\$109,518	\$12,276
Capital Outlay	\$108,797	\$240,095	\$33,797	\$0
Total GF/non-GF	\$1,923,711	\$1,087,272	\$1,930,474	\$934,334
Program Total:	\$3,010,983		\$2,864,808	
Program FTE	10.00	5.00	10.00	5.00

Program Revenues				
Indirect for Dept. Admin	\$7,823	\$0	\$8,799	\$0
Intergovernmental	\$0	\$1,041,272	\$0	\$888,334
Other / Miscellaneous	\$0	\$30,000	\$0	\$30,000
Service Charges	\$0	\$16,000	\$0	\$16,000
Total Revenue	\$7,823	\$1,087,272	\$8,799	\$934,334

Explanation of Revenues

Fed/State Fund:

\$16,000 - River Patrol Services for Government Island

\$790,334 - River Patrol Services for the Oregon Marine Board

Special Ops Fund:

\$30,000 - Reimbursement for Boat Repair and Boat Fuel from other Jurisdictions

\$98,000 - Riverplace Docks Project w/Portland Parks & Rec

Significant Program Changes

Last Year this program was: FY 2016: 60065-16 MCSO River Patrol

Reduce Capital Equipment line in the amount of \$75,000 to be reallocated elsewhere in the Sheriff's Office.

UASI Grant for dive bus was one-time-only and did not carry into Fiscal Year 2017. The dive bus was purchased and outfitted in Fiscal Year 2016.

Department: Sheriff **Program Contact:** Ned Walls
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
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 Summary

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 Detective Unit also registers approximately 450 sex offenders annually and conducts sex offender compliance sweeps.

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total cases investigated	1760	1,600	1800	1600
Outcome	Total cases cleared	766	750	800	750
Output	Person crime cases investigated	186	150	190	160
Outcome	Person crime cases cleared	125	125	145	130

Performance Measures Descriptions

Data from Law Enforcement Associates Data Technologies caseload database and RMS.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$1,442,080	\$0	\$1,564,566	\$63,893
Contractual Services	\$7,596	\$0	\$7,596	\$0
Materials & Supplies	\$27,854	\$0	\$27,854	\$0
Internal Services	\$120,072	\$0	\$148,892	\$5,955
Total GF/non-GF	\$1,597,602	\$0	\$1,748,908	\$69,848
Program Total:	\$1,597,602		\$1,818,756	
Program FTE	10.00	0.00	10.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$4,268	\$0
Intergovernmental	\$0	\$0	\$0	\$69,848
Total Revenue	\$0	\$0	\$4,268	\$69,848

Explanation of Revenues

\$69,848 - Sexual Assault Kit Initiative (SAKI) grant

Significant Program Changes

Last Year this program was: FY 2016: 60066-16 MCSO Detectives, INTERCEPT, Elder Abuse

Department: Sheriff **Program Contact:** Ned Walls
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
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 (SIU) is charged with enforcing state narcotics laws, prostitution activities, and assisting with advanced surveillance of major criminal cases. Emphasis of drug investigations is placed on narcotics distributors who supply to street level dealers, referred to as mid to upper mid-level narcotics traffickers. SIU is a resource for investigating and apprehending suspects involved in Human Trafficking of children.

Program Summary

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 suspect(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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	SIU drug cases	136	130	140	130
Outcome	Percent of SIU drug cases that are methamphetamine	63.5%	50%	55%	50%
Output	Number of searches	76	70	80	70
Outcome	Percent of searches resulting in an arrest	97.1%	99%	99%	99%

Performance Measures Descriptions

Data are compiled from an Excel database reported monthly. The numbers of drug cases conducted are tied solely to the unit's manpower.

Legal / Contractual Obligation

ORS 206.010, General duties of sheriff

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$781,668	\$71,421	\$793,597	\$30,188
Contractual Services	\$0	\$335,000	\$0	\$233,180
Materials & Supplies	\$3,834	\$103,839	\$3,834	\$169,309
Internal Services	\$35,399	\$32,740	\$34,989	\$40,323
Total GF/non-GF	\$820,901	\$543,000	\$832,420	\$473,000
Program Total:	\$1,363,901		\$1,305,420	
Program FTE	6.00	0.00	6.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$22,435	\$0	\$28,902	\$0
Intergovernmental	\$0	\$93,000	\$0	\$93,000
Other / Miscellaneous	\$0	\$140,000	\$0	\$130,000
Beginning Working Capital	\$0	\$300,000	\$0	\$250,000
Service Charges	\$0	\$10,000	\$20,000	\$0
Total Revenue	\$22,435	\$543,000	\$48,902	\$473,000

Explanation of Revenues

General Fund: \$20,000 - Overtime Reimbursement for aiding on ATF Task Force cases

Fed/State Funds: \$3,000 - Marijuana Eradication Grant, \$30,000 - Proceeds from Federal Equitable Sharing Forfeitures, \$50,000 - Carry-over from Fiscal Year 2016, \$60,000 - Funding from HIDTA (High Intensity Drug Trafficking Activity) Grant

Special Ops Funds: \$10,000 - Proceeds from Seizure/Forfeiture Auctions, \$120,000 - Proceeds from Civil Seizure/Forfeitures due to criminal activity, \$200,000 - Carry-over from FY16

Significant Program Changes

Last Year this program was: FY 2016: 60067-16 MCSO Special Investigations Unit

Department: Sheriff **Program Contact:** Ned Walls
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Excessive un-served warrants are a problem Multnomah County shares with many other jurisdictions. Warrant backlogs keep wanted persons from being held accountable for their actions and threaten public safety. Four deputies and one sergeant are assigned to the Warrant Strike Team. This program benefits citizens by removing wanted subjects from our neighborhoods, preventing crime and associated costs to future victims and potential prosecutorial cost savings.

Program Summary

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. The Warrant Strike Team is also helping to tackle the increasing number of out of compliance sex offenders in Multnomah County.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total warrant service attempts	1,331	1,200	1,300	1,300
Outcome	Total warrants served	405	450	425	450
Outcome	Total warrant arrests	465	400	420	400

Performance Measures Descriptions

Data compiled from an Excel database reported monthly.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$735,760	\$0	\$792,166	\$0
Materials & Supplies	\$14,519	\$0	\$14,519	\$0
Internal Services	\$44,617	\$0	\$62,193	\$0
Capital Outlay	\$20,000	\$0	\$20,000	\$0
Total GF/non-GF	\$814,896	\$0	\$888,878	\$0
Program Total:	\$814,896		\$888,878	
Program FTE	5.00	0.00	5.00	0.00

Program Revenues				
Service Charges	\$15,000	\$0	\$20,000	\$0
Total Revenue	\$15,000	\$0	\$20,000	\$0

Explanation of Revenues

General Fund:
 \$20,000 - Reimbursement for US Marshal Fugitive Task Force Activity

Significant Program Changes

Last Year this program was: FY 2016: 60068-16 MCSO Warrant Strike Team

Department: Sheriff **Program Contact:** Francis Cop

Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

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 enhance police response alarms.

Program Summary

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. False alarm response is a nonproductive use of police time and resources. Current and valid permits as well as properly functioning alarms promote safety through quick response. Citizens using alarms partner with police to promote safety in their community.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of alarm events	2,652	2,600	2,700	2,700
Outcome	Number of false alarms dispatches completed	1,716	1,700	1,800	1,800
Output	Number of new alarm permits issued	802	1,050	700	700
Output	Number of existing alarm permits renewed	6,411	6,300	6,400	6,400

Performance Measures Descriptions

The performance measures for the Alarms Unit are all generated out of SAP.

Legal / Contractual Obligation

Alarm permitting is mandated in Unincorporated by MCC 15.703 and contracts with the cities of Gresham, Troutdale, Wood Village and Maywood Park.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$127,312	\$0	\$125,273
Contractual Services	\$0	\$71,891	\$0	\$139,897
Materials & Supplies	\$0	\$2,566	\$0	\$2,624
Internal Services	\$0	\$25,731	\$0	\$39,706
Total GF/non-GF	\$0	\$227,500	\$0	\$307,500
Program Total:	\$227,500		\$307,500	
Program FTE	0.00	1.50	0.00	1.50

Program Revenues				
Indirect for Dept. Admin	\$12,358	\$0	\$18,790	\$0
Fees, Permits & Charges	\$0	\$137,500	\$0	\$137,500
Other / Miscellaneous	\$0	\$90,000	\$0	\$135,000
Beginning Working Capital	\$0	\$0	\$0	\$35,000
Total Revenue	\$12,358	\$227,500	\$18,790	\$307,500

Explanation of Revenues

Special Ops Fund:

\$35,000 - Carry-over from Fiscal Year 2016

\$17,500 - Alarms Late Fees

\$120,000 - Alarms Permits

\$135,000 - False Alarms Fines

Significant Program Changes

Last Year this program was: FY 2016: 60069-16 MCSO Alarm Program

Department: Sheriff **Program Contact:** Francis Cop

Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The citizens of Oregon have designated certain activities to be regulated to facilitate a safe and livable community. The issuance of concealed handgun licenses ensures safe, appropriate, and legal carrying of concealed handguns.

Program Summary

The Concealed Handgun Unit investigates applicants and issues concealed handgun licenses to those who meet the legal standards set by Oregon Statutes. The Unit monitors existing licenses and if needed revokes licenses for reason designated in the Oregon Statutes. The Concealed Handgun Unit processes renewal notifications on a monthly basis and responds to questions from the public regarding the application process and other handgun related issues. A secondary function of the Concealed Handgun Unit is the issuance of Expedited Court Access ID cards. These applications are processed using the existing Concealed Handgun software system. Expedited Court Access ID Cards are issued as a courtesy to people who regularly are needing access to the Multnomah County Courthouse for their employment.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	New/renew concealed handgun permit applications	7,741	7,000	8,500	8,500
Outcome	New/transfer/renewal concealed handgun permits issued	7,027	7,500	8,300	8,500
Outcome	New denials and valid concealed handgun permits revoked	195	250	200	200
Output	Number of Courthouse ID's issued	893	1,500	1,000	1,000

Performance Measures Descriptions

Performance Measures for the CHL Unit are mostly generated out of the PERMITS system which is the licensing computer system. New Applications received are hand tallied on a calendar.

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
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$301,135	\$0	\$356,484
Contractual Services	\$0	\$60,242	\$0	\$94,241
Materials & Supplies	\$1,282	\$33,301	\$1,282	\$109,341
Internal Services	\$9,379	\$37,623	\$10,187	\$54,934
Total GF/non-GF	\$10,661	\$432,301	\$11,469	\$615,000
Program Total:	\$442,962		\$626,469	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Indirect for Dept. Admin	\$23,484	\$0	\$37,580	\$0
Fees, Permits & Charges	\$0	\$357,300	\$0	\$403,000
Beginning Working Capital	\$0	\$65,000	\$0	\$200,000
Service Charges	\$115,000	\$10,000	\$75,000	\$12,000
Total Revenue	\$138,484	\$432,300	\$112,580	\$615,000

Explanation of Revenues

General Fund:

\$75,000 - Facility Access ID Badges

Special Ops Fund:

\$200,000 - Carry-over from Fiscal Year 2016

\$3,000 - OLCC Fees

\$400,000 - Concealed Handgun Licenses

\$12,000 - Handgun Safety Classes

Significant Program Changes

Last Year this program was: FY 2016: 60070-16 MCSO Concealed Handgun Permits

Department: Sheriff **Program Contact:** Monte Reiser

Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

Related Programs:

Program Characteristics:

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 Summary

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.

During fiscal year 2014, TriMet provided nearly 100 million trips on its buses and trains to residents and visitors in the greater Portland metropolitan. Even though the area ranks 24th in population, TriMet ranks 9th in per capita transit ridership, with more people riding transit here than in larger cities, such as Dallas, Denver and San Diego.

TriMet is committed to maintaining a safe and secure transit system that is essential to our region. Together, TriMet, the Transit Police Division and other security partners, keep the system safe for riders and the community. Transit Police officers provide a daily visible presence, patrolling the transit system, conducting missions and enforcing TriMet Code.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of calls for service	3,138	2,200	3,892	3,800
Outcome	Number of reported offenses for TriMet violations	3,092	3,500	1,980	3,000
Output	Number of TriMet exclusions	120	180	98	120

Performance Measures Descriptions

Calls for service data are from RegJIN Cognos query. Incidents with TMET, TMETP, and TMETW as the final type code. Increases may be due to the addition of light rail.

Number of reported offenses for TriMet from Versadex RMS Event Query, offense "998." Exclusion data are offense "9981." Offense estimates for FY16 are based on Jul to Dec 2015 data and maybe be low due to issues associated with 2015 the transition from PPDS to RedJIN.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$810,635	\$0	\$581,785
Internal Services	\$0	\$69,795	\$0	\$54,222
Total GF/non-GF	\$0	\$880,430	\$0	\$636,007
Program Total:	\$880,430		\$636,007	
Program FTE	0.00	6.00	0.00	4.00

Program Revenues				
Indirect for Dept. Admin	\$47,827	\$0	\$38,863	\$0
Service Charges	\$0	\$880,430	\$0	\$636,007
Total Revenue	\$47,827	\$880,430	\$38,863	\$636,007

Explanation of Revenues

Special Ops Fund:
 \$636,007 - Transit Patrol Services provided for Tri-met

Significant Program Changes

Last Year this program was: FY 2016: 60071-16 MCSO TriMet Transit Police

This program was reduced by 2.0 Deputy FTE mid Fiscal Year 2016.

Department: Sheriff **Program Contact:** Ned Walls
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

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 Summary

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 the 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, victim service providers, and the community. MCSO will develop protocols for resource referral and service provisions for U.S. and foreign born victims of human trafficking. MCSO will continue to work with domestic and foreign born law enforcement task forces, victim service providers, community members, and expand the training to medical personnel, flight attendants, health inspectors, fire marshals, code enforcement, and others to identify the signs of human trafficking. MCSO has developed trusting relationships with foreign born victim service providers in order to work with and assist vulnerable immigrant communities. This outreach consists of a U visa program and human rights outreach and education to improve relationships with immigrant communities that are afraid or distrusting of law enforcement. MCSO realizes that law enforcement must reach out to these communities to prove we are here to help them without fear of jail or deportation.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of investigations assigned	24	30	20	25
Outcome	Number of victims located	144	90	110	100
Output	Training hours re human trafficking provided to law enforcement and civilians	305	150	300	250

Performance Measures Descriptions

Data from hand counts of reports compiled by Deputy Bickford.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$134,257	\$0	\$138,709	\$0
Total GF/non-GF	\$134,257	\$0	\$138,709	\$0
Program Total:	\$134,257		\$138,709	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60073-16 MCSO Human Trafficking Task Force

Department: Sheriff
Program Offer Type: Existing Operating Program

Program Contact: Ned Walls
Program Offer Stage: As Adopted

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 two corrections deputies that are in charge of two inmate work crews assigned to cleaning up illegal dump sites.

Program Summary

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, 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number flow control and regulatory cases cited	12	30	10	12
Outcome	Dollar amount of flow control and regulatory penalties	\$1,854	\$2,500	\$500	\$750

Performance Measures Descriptions

Per Stephanie Rawlings of METRO: 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. Data from METRO's internal case load manager. The Deputies are also asked to help investigate impacts/damages to Metro properties (derelict vessels at our boat ramps or Metro trees cut down or severely pruned). These investigations take about two weeks to complete and can be time consuming.

Legal / Contractual Obligation

Contract with Metro.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$20,139	\$423,293	\$20,806	\$474,872
Contractual Services	\$0	\$1,200	\$0	\$1,200
Internal Services	\$0	\$36,549	\$0	\$44,370
Total GF/non-GF	\$20,139	\$461,042	\$20,806	\$520,442
Program Total:	\$481,181		\$541,248	
Program FTE	0.15	3.45	0.15	3.45

Program Revenues				
Indirect for Dept. Admin	\$25,045	\$0	\$31,802	\$0
Service Charges	\$0	\$461,042	\$0	\$520,442
Total Revenue	\$25,045	\$461,042	\$31,802	\$520,442

Explanation of Revenues

Special Ops Fund:

\$520,442 - Enforcement/Investigation and Clean-up of Illegal Dumping provided for Metro.

Significant Program Changes

Last Year this program was: FY 2016: 60074-16 MCSO Metro Services

Legal / Contractual Obligation

ORS 206.010, General Duties of Sheriff.
 ORS 204.635, Deputies of Sheriff; Special Appointment, Authority, etc.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$445,166	\$40,277	\$864,411	\$41,612
Materials & Supplies	\$5,103	\$0	\$5,103	\$0
Internal Services	\$0	\$3,468	\$3,780	\$3,878
Capital Outlay	\$40,000	\$0	\$10,000	\$0
Total GF/non-GF	\$490,269	\$43,745	\$883,294	\$45,490
Program Total:	\$534,014		\$928,784	
Program FTE	3.70	0.30	5.95	0.30

Program Revenues				
Indirect for Dept. Admin	\$2,376	\$0	\$2,780	\$0
Intergovernmental	\$0	\$0	\$324,237	\$0
Service Charges	\$93,980	\$43,745	\$46,358	\$45,490
Total Revenue	\$96,356	\$43,745	\$373,375	\$45,490

Explanation of Revenues

General Fund:
 \$46,358 - Corbett School District pays a portion of the cost of the SRO
 \$324,237 - Reynolds School District pays for three .75 FTE SROs

Fed/State Fund:
 \$45,490 - Patrol Services provided to the US Forest Service during summer months

Significant Program Changes

Last Year this program was: FY 2016: 60077-16 MCSO Corbett Community Resource Deputy

This year, this program offer has combined with former program offers 60077-16, 60086-16, and 60089-16 into this single program offer.

Because of the operational re-organization, FTE were combined into this program offer: 1.0 FTE was moved from program offer City of Troutdale Contract 60059-16; 1.0 FTE was moved from program offer Corbett Community Resource Deputy 60077-16; 1.0 FTE was moved from program offer Westside Community Safety Officer 60086-16; 2.25 FTE was moved from program offer Reynolds School Resource Officers 60089-16.

Department: Sheriff **Program Contact:** Ned Walls
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
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. This program offer funds a detective position as a member of the DV Enhanced Response Team.

Program Summary

The Domestic Violence Enhanced Response Team (DVERT) Project provides a multidisciplinary, intensive, collaborative response to complex domestic violence cases with a high risk of on-going, severe abuse or potentially lethal outcomes. DVERT intervention on individual cases includes immediate crisis and follow-up victim services, as well as criminal justice intervention.

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. 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 and increased victims' safety and their confidence in the criminal justice system. 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of victims and children served	489	240	450	375
Outcome	Total people served	545	450	500	500
Output	Number of training's conducted	49	12	50	35
Outcome	Total number of people trained	1,184	500	750	600

Performance Measures Descriptions

Number served includes all clients and their children receiving in-person services provided by CGF, HUD or SHAP funds (ongoing funding).

Data from Multnomah County DVERT coordinator Becky Bangs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$97,409	\$32,470	\$100,696	\$33,565
Total GF/non-GF	\$97,409	\$32,470	\$100,696	\$33,565
Program Total:	\$129,879		\$134,261	
Program FTE	0.75	0.25	0.75	0.25

Program Revenues				
Intergovernmental	\$0	\$32,470	\$0	\$33,565
Total Revenue	\$0	\$32,470	\$0	\$33,565

Explanation of Revenues

Fed/State Fund:
 \$33,565 - .25 FTE of Deputy Sheriff funded by Domestic Violence Grant

Significant Program Changes

Last Year this program was: FY 2016: 60076-16 MCSO Domestic Violence Enhanced Response

Department: Sheriff

Program Contact: Monte Reiser

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
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 Summary

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of evidence exhibits received, processed and bar-coded	10,800	16,000	16,000	16,000
Outcome	Number of cases closed and disposed	4,800	5,000	4,500	5,000
Output	Number of vehicle movements for maintenance and repair	718	N/A	900	1000

Performance Measures Descriptions

"...evidence exhibits received, processed and bar-coded" and "...cases closed and disposed" from internal evidence database. Per LPT Tom Mitchell. "Vehicle movements for maintenance and repair" is new. Data from an internal database, provided by LPT Cory Reyes. This new measure better reflects the work of the Logistics Unit. As of January 2016, MCSO had 229 vehicles.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$448,803	\$0	\$462,377	\$0
Materials & Supplies	\$12,016	\$0	\$12,016	\$0
Internal Services	\$556,268	\$0	\$187,609	\$0
Total GF/non-GF	\$1,017,087	\$0	\$662,002	\$0
Program Total:	\$1,017,087		\$662,002	
Program FTE	4.00	0.00	4.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60078-16 MCSO Logistics Unit



Program #60079 - Procurement & Warehouse **6/30/2016**

Department: Sheriff **Program Contact:** David Rader

Program Offer Type: Support **Program Offer Stage:** As Adopted

Related Programs:
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 Warehouse operation, receiving/distribution, purchasing, and contracts and requisitions for inmate commissary.

Program Summary

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 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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total dollar value of purchase orders placed	4,929,594	1,400,000	3,500,000	4,000,000
Outcome	Total number of delivery stops made	3,180	2,700	3,000	3,000

Performance Measures Descriptions

"Total dollar value of purchase orders placed" from SAP, provided by Gwen Tyler. (756 PO's)
"Total number of delivery stops made" from internal daily/monthly spreadsheet data provided by EPT Sam Hill.

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
Program Expenses	2016	2016	2017	2017
Personnel	\$862,167	\$39,007	\$981,925	\$0
Materials & Supplies	\$18,966	\$0	\$18,966	\$0
Internal Services	\$192,319	\$0	\$144,211	\$0
Total GF/non-GF	\$1,073,452	\$39,007	\$1,145,102	\$0
Program Total:	\$1,112,459		\$1,145,102	
Program FTE	7.77	0.50	8.27	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60079-16 MCSO Procurement & Warehouse

Added 0.50 FTE to program offer; position was previously in Inmate Welfare (60045) program offer.

Department: Sheriff **Program Contact:** David Rader
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
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 Summary

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Pounds of clean laundry processed for inmates	1,113,581	1,200,000	1,150,000	1,200,000
Outcome	Total paid claims regarding lost/missing inmate property	5	3	3	3
Outcome	Total bookings/releases processed by Property	66,790	73,500	70,000	70,000

Performance Measures Descriptions

"Pounds of clean laundry processed for inmates" from an internal daily spreadsheet, maintained on the MCSO shared drive. Data provided by EPT Kim Stidum.

"Total paid claims regarding lost/missing inmate property" provided by Farrell & Associates.

"Total booking/releases processed by Property" from Planning and Research, Mobius Report 703 (bookings) and Cognos querv 'Releases 010107 Forward.imr' (releases). Data from SWIS.

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	2016	2016	2017	2017
Personnel	\$1,906,088	\$0	\$1,949,335	\$0
Materials & Supplies	\$136,770	\$0	\$136,770	\$0
Internal Services	\$206,855	\$0	\$226,753	\$0
Capital Outlay	\$125,000	\$0	\$125,000	\$0
Total GF/non-GF	\$2,374,713	\$0	\$2,437,858	\$0
Program Total:	\$2,374,713		\$2,437,858	
Program FTE	19.00	0.00	19.00	0.00

Program Revenues				
Other / Miscellaneous	\$4,500	\$0	\$0	\$0
Service Charges	\$2,700	\$0	\$2,700	\$0
Total Revenue	\$7,200	\$0	\$2,700	\$0

Explanation of Revenues

General Fund:
\$2,700 - Reimbursement for Providing Commercial Laundry Services

Significant Program Changes

Last Year this program was: FY 2016: 60080-16 MCSO Property & Laundry

Department: Sheriff

Program Contact: David Rader

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
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 Summary

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Total number of commissary orders filled for inmates	50,402	53,000	52,000	53,000
Outcome	Total dollars of commissary sales	743,203	700,000	700,000	750,000

Performance Measures Descriptions

Data from the Inmate Accounting System (SWIS).

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
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$339,196	\$0	\$355,119
Materials & Supplies	\$0	\$347,140	\$0	\$407,751
Internal Services	\$0	\$60,091	\$0	\$72,443
Total GF/non-GF	\$0	\$746,427	\$0	\$835,313
Program Total:	\$746,427		\$835,313	
Program FTE	0.00	3.73	0.00	3.73

Program Revenues				
Indirect for Dept. Admin	\$40,548	\$0	\$51,042	\$0
Other / Miscellaneous	\$0	\$746,427	\$0	\$835,313
Total Revenue	\$40,548	\$746,427	\$51,042	\$835,313

Explanation of Revenues

Inmate Welfare Trust Fund:
\$835,313 - Revenue from Commissary Sales to Inmates

Significant Program Changes

Last Year this program was: FY 2016: 60081-16 MCSO Commissary

Department: Sheriff**Program Contact:** Ned Walls**Program Offer Type:** Existing Operating Program**Program Offer Stage:** As Adopted**Related Programs:****Program Characteristics:**

Executive Summary

This program provides for the continued participation of the Sheriff's Office in the East Metro Gang Enforcement Team (EMGET). East Multnomah County has experienced a significant increase in crime, much of which can be attributed to an increase in gang-related activity.

Program Summary

MCSO participates in the interagency East Metro Gang Enforcement Team (EMGET). No individual law enforcement agency can adequately respond to this unique threat to life, property, and quality of life that has no jurisdictional bounds. As a result, East County law enforcement agencies have banded together to seek grants; improve interagency and interdisciplinary communications; coordinate field efforts, records, and information databases; empower residents and businesses to present a united front to counter gang activity; work in close cooperation with social services to address the issues that led persons into gangs and in preventative measures for those at risk for joining gangs; and collectively working with specifically assigned members of the District Attorney's Office to prosecute the gang involved criminal conduct. All these collective efforts are to identify gang members; reduce actual and feared gang related criminal activity; empower the community to unite against gang activities and influence; and provide enhanced and focused law enforcement efforts to reduce actual and feared gang related criminal activity.

In areas east of 162nd Avenue, the EMGET provides focused investigative assets towards gang related violent and other high impact neighborhood crimes; conducts proactive measures to prevent gang related crimes and activities; provides expertise to regular field staff and the community in gang issues; and collaborates with other criminal justice partners, social services, and neighborhoods to identify gang related issues and solve gang related problems. Criminal Justice partners include but are not limited to the Transit Police Detail, Portland Police Bureau, area School Resource Officers, Gresham Police Department, Fairview Police Department, Multnomah County Sheriff's Office, Multnomah County Department of Community Justice, and the US Marshal's Service. The deputy on EMGET is part of a close knit collaborative team also comprised of Police Officers from the cities of Fairview, and Gresham.

Presentations are made in high schools, middle schools, and community and business groups in regards to deterring gang involvement and gang involved activities. The EMGET also works with the Oregon Department of Justice to document confirmed gang members in a statewide database.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of cases referred to DA for prosecution	84	65	70	70
Outcome	Number of weapons seized	66	50	70	50

Performance Measures Descriptions

Data from EMGET, Gresham Police Administrative Assistant Ami Staples - 503-618-2253.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$259,760	\$0	\$402,783
Materials & Supplies	\$0	\$0	\$0	\$3,000
Internal Services	\$0	\$22,365	\$0	\$37,819
Total GF/non-GF	\$0	\$282,125	\$0	\$443,602
Program Total:	\$282,125		\$443,602	
Program FTE	0.00	2.00	0.00	3.00

Program Revenues				
Indirect for Dept. Admin	\$15,326	\$0	\$27,106	\$0
Intergovernmental	\$0	\$282,125	\$0	\$443,602
Total Revenue	\$15,326	\$282,125	\$27,106	\$443,602

Explanation of Revenues

Fed/State Fund:
 \$443,602 - Grant funding from Oregon Youth Authority for 3.0 FTE Gang Enforcement Deputies

Significant Program Changes

Last Year this program was: FY 2016: 60084-16 MCSO Gang Enforcement Deputy

In Fiscal Year 2016 the Sheriff's Office increased the program by 1.0 FTE Deputy.

Department: Sheriff **Program Contact:** Monte Reiser

Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

Related Programs:

Program Characteristics:

Executive Summary

Members of the MCSO "Green Hornet Trail Rescue Team" are specially trained endurance athletes, tasked with the reducing search and rescue response times to missing and endangered persons at or near Columbia River Gorge trail locations.

Program Summary

Annually, the Multnomah County Sheriff's Office Search and Rescue Unit (SAR) experiences a high volume call workload from May through September in the late afternoon and early evening hours. Typically, a tourist hiker that has gone for a day hike at one of the many trailheads in the Columbia River Gorge National Scenic Area and, due to reduced daylight, has become disoriented which may result in injury or death. The MCSO "Green Hornet Trail Rescue and wilderness Law Enforcement Team" mission will be to decrease the Search and Rescue response times to missing and endangered person's calls at or near Columbia River Gorge trail locations.

MCSO currently has members who are physically fit endurance athletes who are experienced with hiking, trail running, map reading, etc. By providing SAR training and necessary equipment, this program will significantly decrease SAR response call times and increase the opportunity to locate the lost and possibly injured persons much faster resulting in reduced overtime expense to MCSO (SAR related overtime averages approximately \$100,000 per year). Twelve team members can provide preventative and proactive law enforcement/education functions during trailhead heavy use days, further reducing search incidents and impacting high incidents of property crime at these locations.

In FY 2015, the Green Hornet Trail Rescue and Wilderness Law Enforcement Services Team utilized budgeted funds to train and equip members under newly established Oregon State Sheriff's Association search and rescue standards. This training added new capabilities which allow the team to be more effective in evening and night hours better meeting the needs of the hikers who find themselves lost and requiring rescue services. In the past, many searches had to wait for the next day break, this changes the outcome in favor of the lost hikers by the rescue team being less restricted by night conditions. For FY 2017, this program seeks to continue training members in areas of nighttime deployment, wilderness law enforcement. Additionally, this program will develop strategies to actively engage in proactive education and enforcement activities response to property theft problems in the Columbia River Gorge National Scenic Area.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of searches for lost/missing hikers conducted	23	23	22	20
Outcome	Percentage of searches resulting in a found/rescued person	95%	95%	90%	90%
Output	Number of people provided hiking safety information	100	100	100	100

Performance Measures Descriptions

Data from emails but will improve with RegJIN data.

Legal / Contractual Obligation

Oregon Revised Statutes Chapter 404 - County sheriff's search and rescue authority and obligations

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$9,690	\$0	\$9,823	\$0
Materials & Supplies	\$10,200	\$0	\$10,200	\$0
Total GF/non-GF	\$19,890	\$0	\$20,023	\$0
Program Total:	\$19,890		\$20,023	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2016: 60085-16 MCSO Hornet Trail Rescue and Wilderness Law Enforcement Services

Department: Sheriff

Program Contact: Ned Walls

Program Offer Type: Innovative/New Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

This program will provide for the Countywide Investigation of violation of restraining orders, specifically when respondents do not comply by dispossessing themselves of their firearms. The Sheriff's Office will partner with the Portland Police Bureau, Multnomah County District Attorneys Office and the Multnomah County Circuit Court in enforcing the gun dispossession clause of restraining orders by working with petitioners and respondents to gain compliance to court orders.

Program Summary

This has been an issue statewide for more than twenty years. In 2011 a model surrender protocol was developed in a statewide Domestic violence firearms task force; this process is currently being utilized in Multnomah County.

The purpose of this program is to provide one FTE to partner with the Portland Police Bureau's Family Services Division for education and enforcement actions against respondents who do not comply with the firearms prohibition on their restraining order and to conduct follow up investigations on restraining order violations. The officers will also investigate general restraining order violations and present cases to the District Attorney's Office for prosecution.

The funding for this position will help educate and or force respondents to comply with the courts order to surrender their firearms. It will provide the necessary FTE to help conduct investigations to locate the respondents and their firearms. This will reduce the number of illicit firearms in our community and this action will also help to reduce domestic violence lethality by removing firearms from the respondent's possession. Data presented to LPSCC shows access to firearms can increase the risk of death to the petitioner by five times and up to twenty times if the respondent had made prior threats or assaults with firearms.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of dispossessed firearm cases investigated	N/A	20	381	20
Outcome	Number of firearms seized	N/A	25	67	25
Output	Number of restraining order violations investigated	N/A	20	300	20
Outcome	Number of cases presented to the District Attorney's Office for prosecution.	N/A	12	161	12

Performance Measures Descriptions

Numbers are from the Odyssey Data base and are provided from Portland Police Sgt. Padilla and are from the program's inception. The numbers are the work of the entire unit which includes 1 MCSO Sgt, 1 PPB Sgt and two PPB Officers.

Legal / Contractual Obligation

Oregon Family Abuse Prevention Act

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$102,291	\$0	\$175,173	\$0
Materials & Supplies	\$9,000	\$0	\$9,000	\$0
Internal Services	\$0	\$0	\$3,600	\$0
Capital Outlay	\$40,000	\$0	\$10,000	\$0
Total GF/non-GF	\$151,291	\$0	\$197,773	\$0
Program Total:	\$151,291		\$197,773	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues**Significant Program Changes**Last Year this program was: FY 2016: 60088-16 MCSO Gun Dispossession/VRO Detail

Department:	Sheriff	Program Contact:	Ned Walls
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Adopted
Related Programs:	60054-17; 60055-17; 60068-17		

Program Characteristics:

Executive Summary

The Justice Reinvestment Detail (JRD), which is a multi-jurisdictional enforcement detail comprised of the Portland Police Bureau, Gresham Police Department, Multnomah County Sheriff's Office, Troutdale Police Department, and Fairview Police Department, was developed to support the successful community supervision of the Multnomah County Justice Reinvestment Program (MCJRP) offenders.

Program Summary

The Multnomah County Justice Reinvestment Program (MCJRP) is a collaborative effort to improve the assessment of criminal offenders in Multnomah County and provide a continuum of community-based services and sanctions. This combination of early assessment and intervention is provided to reduce recidivism while protecting public safety. Success is only possible through the partnership of the participating MCJRP members.

In cooperation with parole and probation officers, enforcement officers serve arrest warrants and detainers, assist with home visits, and pro-actively patrol areas in which offenders reside or commit crimes. This program offer would fund 1 FTE Enforcement Deputy to work in conjunction with a City of Portland Police Officer in the community supporting the Justice Reinvestment program.

Effective intervention to increase the likelihood of success for MCJRP eligible individuals and protect public safety requires swift/certain sanctions, home visits, and enforcement of court orders and warrants. This makes individuals accountable to program and supervision requirements while they are in the community.

More than 60 Law Enforcement Officers and Sheriff's Deputies from all partner agencies have volunteered for overtime shifts to participate in the JRD. The JRD appears to be successful in providing the identified benefits. However, it is agreed that rotating officers and deputies is not optimal because it limits consistent contact and practices to most effectively support the partnership with PPOs.

Performance Measures

Measure Type	Primary Measure	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Number of arrest warrants and detainers served	N/A	200	32	65
Outcome	Number of times spent pro-actively patrolling areas in which offenders reside or commit crimes	N/A	50	49	75

Performance Measures Descriptions

Current program began on November 2nd and the Law Enforcement team is comprised of One MCSO Deputy and one PPB Officer.

The data collected for reporting purposes will be pulled from RMS.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2016	2016	2017	2017
Personnel	\$0	\$97,291	\$0	\$138,709
Materials & Supplies	\$0	\$0	\$0	\$901
Internal Services	\$0	\$8,377	\$0	\$13,011
Total GF/non-GF	\$0	\$105,668	\$0	\$152,621
Program Total:	\$105,668		\$152,621	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Indirect for Dept. Admin	\$5,740	\$0	\$9,326	\$0
Intergovernmental	\$0	\$105,668	\$0	\$122,295
Beginning Working Capital	\$0	\$0	\$0	\$30,326
Total Revenue	\$5,740	\$105,668	\$9,326	\$152,621

Explanation of Revenues

Fed/State Funding:
 \$122,295 - HB3194 Funding for Fiscal Year 2017.
 \$30,326 - Carry-over from Fiscal Year 2016.

Significant Program Changes

Last Year this program was: FY 2016: 60056-16 HB3194 Justice Reinvestment - Enforcement Deputy

Department: Sheriff **Program Contact:** Nicole Morrisey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
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 Summary

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	FY15 Actual	FY16 Purchased	FY16 Estimate	FY17 Offer
Output	Training sessions held	687	560	543	460
Outcome	Number of students receiving training	6706	6300	5468	5600
Output	Number of defensive tool classes	137	200	97	52
Output	Number of defensive tool students (certs, etc)	1095	1600	791	224

Performance Measures Descriptions

For comparability to previous years, current measures do not include online classes. There are online classes currently available and in development, including two defensive tool certifications. Online classes reach more students per class. "Next Year Offer" numbers attempt to reflect this change and report only classroom data. Training Unit may report online classes next year.

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
Program Expenses	2016	2016	2017	2017
Personnel	\$1,774,977	\$4,604	\$1,826,364	\$4,573
Materials & Supplies	\$374,431	\$0	\$354,869	\$0
Internal Services	\$197,740	\$397	\$143,883	\$427
Total GF/non-GF	\$2,347,148	\$5,001	\$2,325,116	\$5,000
Program Total:	\$2,352,149		\$2,330,116	
Program FTE	7.50	0.00	7.50	0.00

Program Revenues				
Indirect for Dept. Admin	\$272	\$0	\$306	\$0
Service Charges	\$0	\$5,001	\$0	\$5,000
Total Revenue	\$272	\$5,001	\$306	\$5,000

Explanation of Revenues

\$5,000 - Reimbursement for the usage of the training facility.

Significant Program Changes

Last Year this program was: FY 2016: 60022-16 MCSO Training Unit

The Training Unit Program Offer moved from the Business Services Division, to the Enforcement Division.