

FY 2018
Adopted
Budget

Multnomah County,
Oregon



Volume 2

Community Justice
Community Services
County Assets
County Management
District Attorney's Office
Sheriff's Office

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Understanding Program Offers

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

- Introduction to the department, a department budget overview, budget trends summary, and a budget summary by division.
- Division narratives including significant changes by division.
- List of all of program offers in the department.
- The department's program offers.

Program offers form the basis for the County's budget process. The offers constitute a department's budget request and provide information to the Board of County Commissioners so they can select programs that best serve the community.

Program offers are labeled with a five digit document number and title (e.g. 50005 - DCJ Human Resources). Throughout the budget document, readers will see references to program offers by number and/or title. To find a program offer that is referenced in this document, go to the department's section in Volume 2; the program offers are listed in numerical order.

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.
- Show why the County's spending on this program is effective.
- Show evidence the program can deliver and measure its results.
- Give accurate performance measures to 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 simply because they already exist – they are about outcomes. They emphasize meeting the County's goals, not preserving the government status quo. The following pages describe the configuration of each program offer and the major types of information each should contain.

Anatomy of a Program Offer

Executive Summary & Description

In Multnomah County's budget, a "program" is an organizational unit that provides services to the public or to other County departments/divisions. Program offer documents explain all aspects of the program through the following sections: executive summary and description, performance measures, legal and contractual mandates, revenue/expense detail, explanation of revenues, and significant program changes.

The program executive summary should briefly and clearly explain the activities in the program offer. The description should describe how the program will support department strategies or known County policy frameworks. If the offer represents a change in current practice (e.g. a reorganization or change in staffing levels, service hours, etc.), it should briefly describe the nature of that change. The description should cite research, experience, or logic to convincingly make the case for program selection. New programs should note how the department created program 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

Performance Measures

Performance measures are organized in a table in each program offer. The table identifies the type of measure, the measure's definition, and measure results. Where available, the table reports history, annualized current service level estimates (what's being delivered at the time of printing), and anticipated target service level for the upcoming year. Additional supporting information, such as explanations of notable performance changes, are located in the narrative section below the table. Every program offer includes two to four performance measures indicating the level of service expected if the 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 teenage girls might report the number of girls who received treatment (output), and the percentage of teenage girls who achieved sobriety and completed their treatment plan upon exit (outcome).

Departments may also include additional measures to further illustrate a program's performance, such as resource measures (inputs other than staffing or finances) and measures of service quality/efficiency. Using the addictions treatment example, inputs might be reported as the number of treatment beds available. Quality could be reported as the percent of teenage girls that rate counseling staff as engaging and supportive, and efficiency might be reported as the cost for each successful treatment completion.

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 shows 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 (Other Funds) 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:

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

In this section you will also find a reference from this year's program offer to its predecessor in the previous year, if applicable. (Note that program offer numbering can change between fiscal years.)

Types of Programs

Program offers are 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 (e.g. 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. For example, the Health Department’s Primary Care Clinics.

New/Innovative

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

Program Alternative or Reconstruction

A current or former program with changes to operations, different providers, or with different business models than in the previous year.

Internal Service

Programs that support countywide operations. Examples include Fleet or Information Technology services.

Revenue

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

Additional Program Details

Program Offer Characteristics

Program offer documents also include information on program characteristics (see below). Program characteristics provide additional information on the type of funding for the program.

A letter at the end of a program offer number indicates a scaled program offer. Scaled offers are a way for the Board to make choices on the size of programs to fund (see next page).

At the top of each program offer, you will see a list of program characteristics (if they are applicable):

Backfill - Backfill is defined as discretionary dollars (General Fund) applied to a program formerly 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 - In Oregon we have a constitutional limit on how much real property tax we can spend for educational services. Multnomah County has General Fund revenues which are not derived from real property taxes, and these revenues can be expended on educational services without violating the Constitutional limitation. In order for the County to easily demonstrate that it has complied with the Constitutional limitation, departments can designate a program as a "Measure 5 Education Offer" indicating the program may be funded by non real property tax revenues.

Scaled Program Offers

Program offers represent discrete increments of service and many County programs have the ability to 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. Scaled offers are indicated by including an A, B, C, etc at the end of the program offer number. When looking at scaled program offers, one should consider the following definitions:

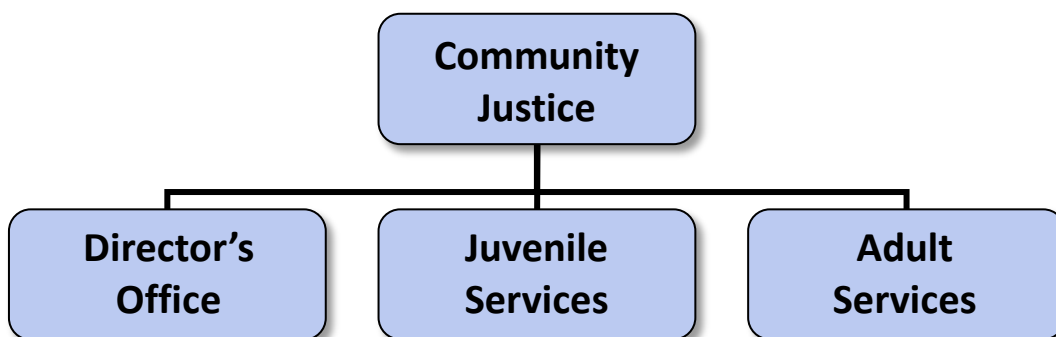
- Base Level of Service - Program "A" is the base level of service that can be provided while still delivering the expected results. In the example above, the base level of service would be 100 beds.
- Increments of Service - Program "B" (and beyond, e.g. "C", "D") represent incremental levels of service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

Department Overview

The Department of Community Justice (DCJ) serves a vital role in protecting public safety and strengthening communities. DCJ intervenes to prevent the recurrence of crime among justice involved youth and adults by supervising and helping 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 six strategic goals:

- **Accountability** – Hold justice involved youth and adults accountable for their actions;
- **Behavior Change** – Work with justice involved youth and adults to reduce delinquent and criminal behavior;
- **Commitment to Victims and Community** – Respect and address victims’ rights and needs and restore the community;
- **Invest in Employees** – Provide tools and resources that promote the resiliency, safety, and wellness of employees and their families;
- **Resource Management** – Direct resources to delivering cost-effective services; and
- **System Change** – Use advocacy and innovation to guide DCJ’s work with stakeholders to improve community safety and assure a fair and just system.

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 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 2018 Department of Community Justice (DCJ) budget is \$101.1 million and 530.15 FTE, a \$2 million increase (2%) and a 0.80 FTE decrease from FY 2017. The Department is highly dependent on General Fund, which comprises 65% of the budget (\$66.2 million). Other Funds comprise 35% of the budget (\$34.9 million), of which \$30.1 million is Federal/State funds.

The department budget includes 51% of the state biennium allocation for SB 1145 Department of Corrections funding, as opposed to its normal practice of budgeting 49% in the first year of the biennium. This results in a budget of \$17.4 million for FY 2018. The department will rely on employee attrition as a glide path to further cuts if necessary to get to the 49% budget in year two of the biennium.

In addition, the department is budgeting current service level for HB 3194 Justice Reinvestment (\$3.1 million) program offer 50022; the Governor’s budget included a 15.8% reduction state-wide. 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 from Title IV-E is reduced by \$423,000. Adult Forensics (program offer 50019) includes backfill for 1.00 FTE Forensics Examiner that was funded one-time-only in FY 2017 and is now funded ongoing within existing resources.

The FY 2018 General Fund allocation includes \$999,612 in one-time-only funding. This one-time-only funding is allocated to four program offers and funds 6.15 FTE. A list of programs funded as one-time-only can be found in the Budget Director’s Message.

Budget Trends	FY 2016	FY 2017	FY 2017	FY 2018	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
Staffing FTE	545.23	531.62	530.95	530.15	(0.80)
Personnel Services	\$57,394,689	\$59,878,702	\$59,812,644	\$61,560,787	\$1,748,143
Contractual Services	18,674,738	21,070,123	22,365,745	21,769,596	(596,149)
Materials & Supplies	2,122,093	2,300,049	2,186,734	2,440,743	254,009
Internal Services	14,392,648	14,106,439	14,696,906	15,300,447	603,541
Capital Outlay	<u>28,117</u>	<u>8,470</u>	<u>11,000</u>	<u>11,000</u>	<u>0</u>
Total Costs	\$92,612,285	\$97,363,783	\$99,073,029	\$101,082,573	\$2,009,544

Successes and Challenges

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

A continued focus of the Adult Services Division has been the implementation of the Multnomah County Justice Reinvestment Program (MCJRP). An outcomes report completed in November 2016 showed that MCJRP participants had similar or better recidivism rates than individuals in the pre-Justice Reinvestment comparison group. In response to the County's effort to reduce the reliance on jail, DCJ introduced an effort called Furthering Effective Sanctioning Practices (FESP) in the summer. This effort builds on the use of practices, such as swift and certain responses to violations. A key piece of this effort is the revision of the Violation Response Grid which limits jail use to no more than 3 days for lower level technical violations, and encourages the use of community based sanctions and programming. Dashboards created by the Research and Planning (RAP) team has allowed ASD to track the use of sanctions on a monthly basis by department, unit, individual PPO and by race. Based on data collected since the summer, DCJ has reduced the jail use by over 100 beds per day since September 2016, and has reduced the use of jail as a sanction for African Americans.

The Juvenile Services Division continues to invest in programs and services to address racial and ethnic disparities. Partnerships with culturally specific organizations to deliver diversion, mentoring and wraparound services for the youth and their families has continued to strengthen. The Youth & Gang Violence Steering Committee completed work on the Comprehensive Gang Model Implementation Plan. It focuses on service coordination; connecting youth to schools, mentors with shared life experiences, and employment opportunities; and strengthening the links between police, youth, and the community. The Trauma Informed Care Advisory Committee has been assessing, examining, and implementing trauma informed practices for youth in detention and on community supervision. They have paid particular focus to the domain of "Environment and Safety", focusing on creating a welcoming environment and minimizing and/or responding to perceived challenges to safety.

In FY 2018, DCJ will continue to pay close attention to where resources are being invested, with a goal of limiting the use of the most expensive options like jail or detention. With the availability of resources decreasing, DCJ will continue to narrow its focus to serve those who are highest risk and have the highest needs. This may impact investment in prevention and diversion services presenting a challenge to provide the range of services for those trying to stay out of the criminal justice system.

Diversity and Equity

DCJ remains committed to promoting a diverse and equitable workforce, and a consistent, responsive delivery of programs and services to justice involved adults, youth, and their families. The department continues to strengthen and expand culturally appropriate programming and contracted services. The previous year’s budget saw an expansion in the Community Healing Initiative (CHI) programs in the Juvenile Services Division (JSD), including youth mentoring. The Adult Services Division has introduced HEAT (Habilitation Empowerment Accountability Program), a culturally responsive curriculum focusing on young black men. These programs are leveraging stronger ties to system and community partners, along with allowing DCJ to gain knowledge and expertise to further improve programming and service delivery department wide.

The Diversity and Equity Steering Committee (DESC) retains its broad charge within the department, including incorporating the equity lens into business practices, improving training in diversity and equity, and implementing checks and balances to measure progress. In the past year, DESC has accomplished the following:

- Initiated a Race Relations Alumni Group to continue the work started last year through the comprehensive Cultural Competency training.
- Developed a comprehensive diversity and equity training plan.
- Coordinated participation in department committees and workgroups as representatives of DESC to ensure the Equity and Empowerment Lens is infused into policy and practice decision-making and implementation.
- Collaborated with partner agencies to analyze and develop a plan for improved communication between management and staff around diversity and equity.

Budget by Division

Division Name	FY 2018 General Fund	Other Funds	Total Division Cost	Total FTE
Director's Office	\$15,927,170	\$373,071	\$16,300,241	62.55
Adult Services Division	29,756,371	27,575,469	57,331,840	306.20
Juvenile Services Division	<u>20,515,979</u>	<u>6,934,513</u>	<u>27,450,492</u>	<u>161.40</u>
Total Community Justice	\$66,199,520	\$34,883,053	\$101,082,573	530.15

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 justice system partners. The Director's Office is responsible for the fiscal management of more than \$100 million in county, state, federal and private grant funds.

The Research and Planning (RAP) unit 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) unit directs the evaluation, selection, purchase, implementation and training of 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 department-wide development of policies, procedures, hiring and training, and also manages 326 volunteers and interns.

The Crime Victim Services Unit (CVSU) is responsible for advancing DCJ's long-term commitment to crime victims' rights and continues to be an important resource for staff and community partners.

Significant Changes

The FY 2018 budget continues to focus on investing in resources that improve the customer service the Director's Office offers the rest of the department and increases direct services to justice involved individuals.

Shifts to the Director's Office current service level made several positions permanent - a limited duration Management Assistant (program offer 50000) and Data Technician (program offer 50004). The Management Assistant position will continue to focus on improving DCJ's implementation of evidence based practices department wide and provide coaching and competency training to both JSD and ASD. The Data Technician position has been a key research and evaluation support for several external grants and provides needed analysis and technical assistance to key DCJ initiatives. In addition, the Program Communications Coordinator (program offer 50002) will be increased to a 0.75 FTE to increase the capacity to update web content and develop web-based tools to be utilized by our staff, consumers, and external partners.

The County budget constraints are resulting in the elimination of one of the three department wide project managers (program offer 50000). Workload will be absorbed by the remaining project managers.

Adult Services Division

The Adult Services Division (ASD) provides leadership and direction for the supervision of approximately 13,300 justice involved adults in the community annually who have been convicted of felony and misdemeanor crimes.

The Recognizance unit helps process about 32,000 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 behavior by holding justice involved adults accountable in a fair and just manner while providing them with services they need to reintegrate into the community. ASD also effectively coordinates with public safety partners.

Parole-Probation 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 offenses. DCJ's model is built to address the root causes and risks of these individuals 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 accountability and community reparation. Services are also provided to help individuals under supervision 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

DCJ is focusing on staffing, programs, and services that build on a solid foundation to serve the highest risk individuals. To this end, within current service level, DCJ is adding two Corrections Technicians (program offer 50021A) to staff a community response team intersecting with individuals who have failed to report for whatever reason. Additionally, DCJ is re-purposing three PPOs - one to the Mentally Ill Adult caseload (program offer 50024), one to the newly formed 15-25 year old caseload (program offer 50023), and one to the Multnomah County Justice Reinvestment Program (MCJRP) (program offer 50023). Supervised Parenting Time (50053) is being moved from JSD to ASD in an effort to expand the program to adults under supervision and their families. One-time only funding will allow DCJ to pilot both the Adult Community Healing Initiative (CHI-Adult) model (50032B) and the Alternatives to Misdemeanor Bench Probation (50040).

Significant reductions include ramping down the Londer Learning Center over the first six months of FY 2018 (program offer 50028B). DCJ is eliminating one PPO who supports Community Court (program offer 50035). Several PPO positions are being re-purposed (mentioned above). Several others and a Corrections Technician are being eliminated due to proposed State legislation changing Possession of a Controlled Substance from a felony conviction to a misdemeanor (program offers 50027, 50038). Also as a result of this legislation, treatment services were reduced in anticipation of a lower number of referrals (program offer 50012).

Juvenile Services Division

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

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 1,200 detention screenings and approximately 390 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 450 youth are diverted from court for less serious criminal activity and held accountable through formal accountability agreements that typically include community service, paying restitution to victims, and completing community-based educational/behavioral interventions. Juvenile Court Counselors (JCC) supervise medium to high risk youth on formal probation. JSD serves these youth and their families with case management and treatment services, utilizing accountability interventions when needed.

Significant Changes

DCJ is focusing funding on staffing, programs, and services that continue to build a solid foundation to serve the highest risk youth, address racial and ethnic disparities, and have the best outcomes. DCJ will continue to invest in the Community Healing Initiative (CHI) which is designed to decrease youth and gang violence by providing holistic culturally appropriate community support to youth and families (program offers 50065A-C).

Due to reduced revenue in Title IV-E funding, the Juvenile Intercept Program (program offer 50066) will be eliminated. An evaluation revealed that DCJ's in-house outpatient treatment program delivered better outcomes and has capacity to serve the youth formerly served in the Intercept Program. Based on projected State funding reductions, DCJ will be eliminating a Program Specialist position (program offer 50050) that supports JSD in quality assurance efforts, a contract for educational legal advocacy (program offer 50065B), and a Mental Health Wraparound Coordinator (program offer 50066), a collaboration between DCJ and the County's Health Department.

The Supervised Parenting Time (program offer 50053) is being moved from JSD to ASD in an effort to expand the program to adults under supervision and their families. The County constraint is resulting in a reduction to several contracts connected to the CHI program (program offer 50065A-C). One time only funding is restoring funding for culturally specific gang prevention services for Asian and Pacific Islander youth (program offer 50065B).

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 2018 General Fund	Other Funds	Total Cost	FTE
Director's Office					
50000	DCJ Director's Office	\$1,568,943	\$0	\$1,568,943	9.00
50001	DCJ Business Services	3,020,049	0	3,020,049	17.80
50002A	DCJ Business Applications & Technology	7,730,089	0	7,730,089	6.50
50003	DCJ Crime Victim Services Unit	956,965	153,343	1,110,308	7.00
50004	DCJ Research & Planning Unit	1,001,737	219,728	1,221,465	10.25
50005	DCJ Human Resources	1,649,387	0	1,649,387	12.00
Adult Services Division					
50010	Adult Mental Health Services	1,574,071	0	1,574,071	0.00
50011	Recovery System of Care	1,273,335	359,876	1,633,211	0.00
50012	Adult Residential Treatment Services	1,762,166	0	1,762,166	0.00
50014	Adult Drug Court Program - STOP Court	796,235	314,010	1,110,245	0.10
50016	Adult Services Management	2,169,271	171,215	2,340,486	11.50
50017	Adult Support Services	2,718,886	2,404,041	5,122,927	38.00
50018	Adult Recog/Pretrial Supervision Program	3,261,237	0	3,261,237	29.00
50019	Adult Forensics Unit	454,109	0	454,109	3.00
50020	Adult Parole/Post Prison Violation Hearings & Local Control Release Unit	0	789,932	789,932	4.90
50021A	Assessment and Referral Center	3,384,681	4,280,927	7,665,608	25.00
50022	HB3194 Justice Reinvestment	0	3,133,193	3,133,193	5.00
50023	Adult Field Generic Supervision High Risk	4,170,043	4,618,348	8,788,391	61.05
50024	Adult Mentally Ill Adult Supervision	939,391	228,000	1,167,391	7.00
50025	Adult Sex Offense Supervision & Treatment	456,497	2,381,106	2,837,603	16.00
50026	Adult Domestic Violence Supervision	1,201,341	1,646,113	2,847,454	19.00
50027	Adult Family Supervision Unit	902,166	371,374	1,273,540	8.00
50028A	The Change Center	0	2,310,342	2,310,342	20.00
50028B	Londer Learning Center - Ramp Down	333,313	0	333,313	3.45
50029	Adult Electronic Monitoring	540,008	0	540,008	3.00

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Prog. #	Program Name	FY 2018 General Fund	Other Funds	Total Cost	FTE
Adult Services Division (cont.)					
50030	Adult Property Crimes Programs	315,377	1,854,503	2,169,880	9.70
50031	Community Service	1,367,676	270,804	1,638,480	12.50
50032A	Adult Gang and African American Program	278,047	1,440,855	1,718,902	9.00
50032B	Adult Community Healing Initiative	326,299	0	326,299	0.00
50036	Adult Domestic Violence Deferred Sentencing	93,186	0	93,186	1.00
50037	Adult Sex Offense Reduced Supervision (SORS)	0	245,980	245,980	2.00
50038	Adult Generic Reduced Supervision (Casebank)	511,020	459,850	970,870	7.00
50039	Formal Supervision & Monitor Misdemeanor Program	334,860	295,000	629,860	5.50
50040	Alternative To Misdemeanor Bench Probation - Pilot	250,000	0	250,000	2.70
50053	Justice for Families - Supervised Parenting Time	343,156	0	343,156	2.80
Juvenile Services Division					
50050	Juvenile Services Management	1,494,952	144,911	1,639,863	8.00
50051	Juvenile Services Support	2,701,832	93,899	2,795,731	18.00
50052	Family Court Services	196,373	1,136,928	1,333,301	10.00
50054A	Juvenile Detention Services - 56 Beds	8,029,758	154,730	8,184,488	58.40
50054B	Juvenile Detention Services - 16 Beds	820,272	0	820,272	6.00
50054C	Courtyard Cafe - Restoration	218,613	0	218,613	2.00
50055	Community Monitoring Program	274,568	323,773	598,341	0.00
50056	Juvenile Shelter & Residential Placements	73,839	558,316	632,155	0.00
50057	Juvenile Intake, Assessment, Intervention & Adjudication (IAIA)	1,018,988	0	1,018,988	8.00
50058	Juvenile Probation Services	1,564,824	1,412,317	2,977,141	21.00
50060	Juvenile East Multnomah Gang Enforcement Team (EMGET)	0	529,855	529,855	0.00
50063	Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation	919,623	1,493,340	2,412,963	16.00
50064	Juvenile Assessment & Treatment for Youth & Families (ATYF)	275,787	668,657	944,444	7.00
50065A	Juvenile Culturally Specific Intervention	1,169,645	162,822	1,332,467	0.00
50065B	CHI Early Intervention & Community Connection	687,915	0	687,915	0.00

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Prog. #	Program Name	FY 2018 General Fund	Other Funds	Total Cost	FTE
Juvenile Services Division (cont.)					
50065C	CHI Mentoring	227,200	0	227,200	0.00
50066	Juvenile Community Interface Services	<u>841,790</u>	<u>254,965</u>	<u>1,096,755</u>	<u>7.00</u>
	Total Community Justice	\$66,199,520	\$34,883,053	\$101,082,573	530.15

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 approximately 570 regular employees. The Director's Office also coordinates 326 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 promotes community safety through 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 we serve receive a continuum of services to help them reintegrate into their communities, and keep the community safe.

In FY 2016, DCJ supervised over 13,300 probationers and post-prison justice involved adults annually in the community who have been convicted of felony and misdemeanor crimes. Our Juvenile Services Division provides community supervision for high risk youth, and operates the Donald E. Long Juvenile Detention Facility, a regional facility that houses up to 72 youth daily. 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 oversees 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 (RAP) 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of adults supervised annually	13,364	13,000	13,300	13,300
Outcome	Percent of adults convicted of misd. or felony within 1 year of supervision start date	16%	16%	16%	16%
Output	Number of juvenile criminal referrals received annually	1,083	1,100	1,000	1,000
Outcome	Percent of youth that had one or more subsequent criminal referrals within 1 year post disposition	34%	37%	35%	35%

Performance Measures Descriptions

Measure 4 Changed: Refined Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,360,720	\$0	\$1,392,979	\$0
Contractual Services	\$84,086	\$0	\$84,086	\$0
Materials & Supplies	\$73,038	\$0	\$72,314	\$0
Internal Services	\$18,157	\$0	\$19,564	\$0
Total GF/non-GF	\$1,536,001	\$0	\$1,568,943	\$0
Program Total:	\$1,536,001		\$1,568,943	
Program FTE	10.00	0.00	9.00	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 2017: 50000 DCJ Director's Office

This program offer reflects a net decrease of 1.00 FTE. During FY 2017 1.00 FTE Administrative Specialist transferred to another DCJ program (refer # 50004-18). In FY 2018 1.00 FTE Management Assistant is added and 1.00 FTE Project Manager (Represented) is cut.

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

Executive Summary

The Department of Community Justice (DCJ) Business Services provides administrative and business services to the Department through exercising sound, accurate and transparent financial management.

Program Summary

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

DCJ Business Services include budget development, analysis and tracking, administration of the Department's budget and numerous revenue streams, financial policy development and oversight, grants financial oversight, accounts receivable, accounts payable, medical billing, travel and training, procurement and contract development, and administration support.

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of invoices paid in 30 days or less	75%	75%	75%	75%
Outcome	Percent spending within legal appropriation (total budget)	100%	100%	100%	100%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,870,997	\$0	\$1,970,219	\$0
Contractual Services	\$14,041	\$0	\$12,522	\$0
Materials & Supplies	\$44,920	\$0	\$65,688	\$0
Internal Services	\$882,886	\$0	\$971,620	\$0
Total GF/non-GF	\$2,812,844	\$0	\$3,020,049	\$0
Program Total:	\$2,812,844		\$3,020,049	
Program FTE	17.80	0.00	17.80	0.00

Program Revenues				
Other / Miscellaneous	\$2,472,399	\$0	\$2,374,631	\$0
Total Revenue	\$2,472,399	\$0	\$2,374,631	\$0

Explanation of Revenues

County General Fund which includes Department Indirect Revenue of \$2,371,631 based on the FY18 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 2017: 50001 DCJ Business Services

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 internal customers and the individuals we serve. BAT also manages the Court Appearance Notification System (CANS), a collaborative, multi-jurisdictional program designed to reduce individuals' 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

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 adults on supervision of payments due on restitution, compensatory and/or supervision fees, and appointments with their Parole-Probation Officers (PPO). 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of system innovations, upgrades and system replacements implemented	22	8	17	17
Outcome	Percent of IT Projects that were completed within 1 year	82%	50%	80%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$760,317	\$0	\$849,974	\$0
Contractual Services	\$184,136	\$0	\$166,517	\$0
Materials & Supplies	\$173,405	\$0	\$193,436	\$0
Internal Services	\$5,905,159	\$0	\$6,520,162	\$0
Total GF/non-GF	\$7,023,017	\$0	\$7,730,089	\$0
Program Total:	\$7,023,017		\$7,730,089	
Program FTE	6.25	0.00	6.50	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 2017: 50002A DCJ Business Applications & Technology

This program offer adds 0.25 FTE Program Communications Coordinator in FY 2018.

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 justice involved adults accountable, 2) making positive changes in individuals' 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 justice involved adults and youth 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 individuals on supervision 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 victims rights, restitution collection, and becoming more responsive to crime victims. A crime victims portal is being developed to increase and simplify victim access to the criminal justice system. Lastly, this unit includes a position devoted specifically to assisting in the County's efforts to address 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. An Office Assistant 2 was added in FY17 to assist with victim letters and notifications. The victim advocate added in FY16 has expanded services to victims and staff department-wide. In addition, the unit supports facilitating dialogue for those crime victims who would like help in talking to the perpetrator of the crime against them.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of initial contacts with victims of probation cases	2,556	1,700	2,500	2,500
Outcome	Percent of victims contacted compared to the number of court cases	97%	95%	95%	95%
Outcome	Number of crime victims registering for ongoing notifications	438	400	450	450

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$585,816	\$89,667	\$715,965	\$85,371
Contractual Services	\$87,876	\$0	\$230,818	\$50,000
Materials & Supplies	\$5,935	\$7,475	\$6,975	\$5,500
Internal Services	\$1,483	\$13,450	\$3,207	\$12,472
Total GF/non-GF	\$681,110	\$110,592	\$956,965	\$153,343
Program Total:	\$791,702		\$1,110,308	
Program FTE	6.00	0.00	7.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$11,083	\$0	\$10,176	\$0
Intergovernmental	\$0	\$105,092	\$0	\$147,843
Other / Miscellaneous	\$0	\$2,500	\$0	\$5,500
Beginning Working Capital	\$0	\$3,000	\$0	\$0
Total Revenue	\$11,083	\$110,592	\$10,176	\$153,343

Explanation of Revenues

County General Fund plus 1) \$5,500 from Oregon Community Foundation (OCF) Joseph E Weston Public Foundation. \$5,500 includes \$2,750 carryover from FY17 and \$2,750 calendar year 2018 award. 2) \$97,843 grant funding from US Dept of Health and Human Services for Domestic Victims of Human Trafficking. 3) \$50,000 - Criminal Justice Commission funding for Victim Services Portal.

Significant Program Changes

Last Year this program was: FY 2017: 50003 DCJ Crime Victim Services Unit

This program offer is increased by 1.00 FTE Office Assistant 2 that transferred from another DCJ program during FY 2017 (refer # 50017-18).

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 is responsible for designing and implementing a system of interactive data monitoring dashboards as part of the County's Tableau Software initiative. The unit also produces more complex data analyses involving multivariate models and longitudinal time trend analyses.

In addition to quantitative analyses, RAP helps develop qualitative research protocols that include key informant interviews and focus groups. RAP provides a neutral approach, bound by research ethics, for soliciting feedback from staff and clients regarding DCJ practices and needed quality improvements.

The unit promotes the adoption of evidence-based practices through continual identification and dissemination of emerging best practices in the literature and professional association. The unit helps to ensure that departmental operations have fidelity and are delivered in a manner optimizing positive outcomes. When DCJ receives federal or state grants or contracts containing an evaluation component, RAP is responsible for the coordination and development of mandatory reports and other deliverable to funders.

The unit also provides representation and technical assistance to several County-wide data collaboratives. Members of RAP participate in work groups 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average number of research and evaluation requests addressed by unit each month	34	30	35	45
Outcome	Number of output and outcome measures analyzed for budgeting process	127	140	135	135

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$805,514	\$75,704	\$983,488	\$184,648
Contractual Services	\$750	\$4,875	\$750	\$5,805
Materials & Supplies	\$12,976	\$3,797	\$16,461	\$2,297
Internal Services	\$598	\$11,356	\$1,038	\$26,978
Total GF/non-GF	\$819,838	\$95,732	\$1,001,737	\$219,728
Program Total:	\$915,570		\$1,221,465	
Program FTE	6.50	0.75	8.40	1.85

Program Revenues				
Indirect for Dept. Admin	\$9,357	\$0	\$22,010	\$0
Intergovernmental	\$0	\$95,732	\$0	\$94,433
Other / Miscellaneous	\$0	\$0	\$0	\$125,295
Total Revenue	\$9,357	\$95,732	\$22,010	\$219,728

Explanation of Revenues

County General Fund plus 1) \$12,272 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 10/01/2015 - 09/30/2017. 2) \$82,161 grant funding from US Dept of Justice, OJP BJA Smart Supervision. 3) \$125,295 Washington County funding for research services, anticipate renewal for FY18.

Significant Program Changes

Last Year this program was: FY 2017: 50004 DCJ Research & Planning Unit

This program offer reflects an increase of 3.00 FTE. During FY 2017 1.00 FTE Administrative Specialist transferred from another DCJ program (refer # 50000-18) and 1.00 FTE Data Analyst Senior was added with funding from Washington County. In FY 2018 1.00 FTE Data Technician is added.

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 unions to promote effective service. 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 performance.

Program Summary

The HR unit supports approximately 570 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 FY17 the HR unit processed 1,139 (40% increase) personnel transactions (HR Maintainer Team) in SAP as well as completed 403 (24% increase) background investigations / records (HR Background Team) on DCJ employees, volunteers, interns and contractors. In addition the HR team coordinated 644 internal and external professional development events that are necessary to keep qualified employees and meet statutory requirements. Events were attended by 500 employees totaling 16,655 internal hours and 8,182 external training hours.

We managed 326 volunteers and interns who provided 11,403 hours of service to DCJ and Multnomah County programs. (HR Volunteer-Intern Coordinator)

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).

The past two fiscal years have resulted in an overall increase of HR services to the Department, despite a lack of increased budgeted FTE in HR.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total number of regular employees supported per day	570	545	570	570
Outcome	Percent of people of color applying for open positions	36%	37%	37%	38%
Output	Annual number of temporaries, on-calls, volunteers, and interns supported	582	620	600	600

Performance Measures Descriptions

The percentage of people of color in the Portland/Vancouver PMSA (Portland Metropolitan Statistical Area) Civilian Labor Force was 18.3% when last reported in 2015. 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	2017	2017	2018	2018
Personnel	\$1,398,550	\$0	\$1,559,502	\$0
Contractual Services	\$43,555	\$0	\$23,555	\$0
Materials & Supplies	\$84,239	\$0	\$65,879	\$0
Internal Services	\$208	\$0	\$451	\$0
Total GF/non-GF	\$1,526,552	\$0	\$1,649,387	\$0
Program Total:	\$1,526,552		\$1,649,387	
Program FTE	11.50	0.00	12.00	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 2017: 50005 DCJ Human Resources

In FY 2018 this program offer is increased by 0.20 FTE HR Analyst 1, 0.20 FTE HR Analyst 2, and 0.10 FTE HR Analyst Senior for a total increase of 0.50 FTE.

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 individuals 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 approximately 300 mentally ill adults on supervision annually.

Program Summary

Mental Health Services (MHS) helps PPOs access necessary resources for individuals 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 adults 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 adults on supervision and/or their families.

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

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of individuals that received treatment	81	100	80	80
Outcome	Percent of individuals convicted of misd. or felony within 1 year of treatment admission date	28%	30%	30%	30%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$1,599,071	\$0	\$1,574,071	\$0
Total GF/non-GF	\$1,599,071	\$0	\$1,574,071	\$0
Program Total:	\$1,599,071		\$1,574,071	
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 2017: 50010 Adult Offender Mental Health Services

Department: Community Justice
Program Offer Type: Existing Operating Program

Program Contact: Truls Neal
Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Providing supervised adults with alcohol, drug and or mental health treatment in conjunction with wraparound services is an effective strategy to reduce re-offense, especially for those classified as high risk. These services can include outpatient treatment. Alcohol/drug and mental health 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 vocational assistance, mentoring, and housing are also essential in promoting client success.

Program Summary

This program offer supports a recovery system of care which includes comprehensive support for recovery in addition to treatment, such as stable and drug free housing, peer mentors, and vocational assistance. A recovery system of care better supports long-term behavior change than treatment alone. Alcohol and drug treatment services are provided through contracts with nine non-profit providers. Contracted treatment programs are equipped to respond to culturally-specific needs 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 individuals 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 adults should integrate addictions treatment with treatment for criminality. Without treatment, justice involved adults 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.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of individuals that received DCJ funded treatment	669	400	650	650
Outcome	Percent of individuals convicted of a misd. or felony within 1 year of treatment admission date	18%	25%	20%	20%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$1,232,591	\$381,717	\$1,229,525	\$359,876
Materials & Supplies	\$43,810	\$0	\$43,810	\$0
Total GF/non-GF	\$1,276,401	\$381,717	\$1,273,335	\$359,876
Program Total:	\$1,658,118		\$1,633,211	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$376,217	\$0	\$354,376
Other / Miscellaneous	\$0	\$5,500	\$0	\$5,500
Total Revenue	\$0	\$381,717	\$0	\$359,876

Explanation of Revenues

County General Fund plus 1) \$279,376 funding from State Department of Corrections (DOC) SB1145. This is a 51% allocation for the first year of the 2017-2019 state biennial budget 2) \$75,000 - State Treatment Transition Program. This is a 49% allocation for the first year of the 2017-2019 state budget; 3) \$5,500 - Civil Forfeitures. 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 2017: 50011A 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

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

Program Summary

This offer supports approximately 100 beds of residential drug and alcohol treatment for high risk male and female adults and allows courts and probation/parole officers to have sanction options other than jail for those needing treatment. Fifty-two beds serve high risk adults 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., justice involved adults convicted of sex crimes, East County property offenses). This program also provides 40 residential alcohol and drug treatment beds for high risk female adults 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 adults 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 being reimbursed through health insurance. DCJ will continue to provide funding for clinical services for those adults 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 adults, especially those with trauma and abuse in their background (2006).

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of males participating in treatment	415	400	350	350
Outcome	Percent of males convicted of a misd. or felony within 1 year of treatment admission date	25%	30%	25%	25%
Output	Number of females that received treatment	230	240	220	220
Outcome	Percent of females convicted of a misd. or felony within 1 year of treatment admission date	18%	20%	20%	20%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$2,218,385	\$0	\$1,762,166	\$0
Total GF/non-GF	\$2,218,385	\$0	\$1,762,166	\$0
Program Total:	\$2,218,385		\$1,762,166	
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 2017: 50012 Adult Offender Residential Treatment Services

This program offer includes a reduction of \$456k to contracted residential treatment services for FY 2018.

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 375 justice involved adults each year, with a daily capacity of 200 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 and is one component of the Treatment First Program. 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. Participants 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 report from the National Institute of Corrections (NIC) states that half of justice involved adults 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."

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of individuals served annually	374	400	375	375
Outcome	Percent of individuals convicted of a misd. or felony within 1 year of treatment admission date	19%	20%	20%	20%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$38,530	\$0	\$16,503
Contractual Services	\$771,235	\$317,641	\$796,235	\$295,097
Materials & Supplies	\$0	\$8,455	\$0	\$0
Internal Services	\$0	\$5,780	\$0	\$2,410
Total GF/non-GF	\$771,235	\$370,406	\$796,235	\$314,010
Program Total:	\$1,141,641		\$1,110,245	
Program FTE	0.00	0.25	0.00	0.10

Program Revenues				
Indirect for Dept. Admin	\$4,763	\$0	\$1,967	\$0
Fees, Permits & Charges	\$0	\$5,000	\$0	\$5,000
Intergovernmental	\$0	\$365,406	\$0	\$309,010
Total Revenue	\$4,763	\$370,406	\$1,967	\$314,010

Explanation of Revenues

County General Fund plus 1) \$5,000 - Drug Diversion Fees from clients. 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) \$309,010 grant funding from US Dept of Health and Human Services, Substance Abuse and Mental Health Services Administration (SAMHSA) for Drug Courts treatment programs. \$309,010 consists of \$78,406 for grant year 3 which ends 9/29/2017 and \$230,604 for a no-cost extensions of total grant unspent balance.

Significant Program Changes

Last Year this program was: FY 2017: 50014 Adult Drug Court Program - STOP Court

This program offer reflects a decrease of 0.15 FTE Community Justice Manager that transfers to another DCJ program in FY 2018 (refer # 50020-18).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,834,192	\$123,523	\$1,718,406	\$92,794
Contractual Services	\$4,000	\$55,400	\$4,000	\$59,200
Materials & Supplies	\$231,777	\$5,663	\$316,078	\$5,665
Internal Services	\$118,751	\$18,528	\$130,787	\$13,556
Total GF/non-GF	\$2,188,720	\$203,114	\$2,169,271	\$171,215
Program Total:	\$2,391,834		\$2,340,486	
Program FTE	12.50	1.00	10.89	0.61

Program Revenues				
Indirect for Dept. Admin	\$15,267	\$0	\$11,060	\$0
Fees, Permits & Charges	\$0	\$0	\$0	\$25,250
Intergovernmental	\$0	\$203,114	\$0	\$135,965
Other / Miscellaneous	\$0	\$0	\$0	\$10,000
Total Revenue	\$15,267	\$203,114	\$11,060	\$171,215

Explanation of Revenues

County General Fund plus 1) \$135,965 SMART Supervision grant from US Dept of Justice, Office of Justice Programs, Bureau of Justice Assistance. 2) \$35,250 - 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 2017: 50016 Adult Services Management

This program offer cuts 2.00 FTE Probation/Parole Officers in FY 2018. The positions are vacant.

Department: Community Justice

Program Contact: Laura Ritchie

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

Support Services provides the Adult Services Division (ASD) with support for supervision units, Assessment and Referral Center, Local Control, Pre-Trial Services, Change Center and Community Service. Support services provided include the following: maintain records for internal, state and nationwide data systems, provide information and referrals to the public and community partners, provide administrative and clerical support to division personnel, and coordinate payroll and purchasing functions.

Program Summary

Adult Services Division (ASD) Support Services provides office support services for all parole and probation supervision programs, Pre-Trial Services, Change Center and Community Service. Essential functions include maintenance of highly confidential records and crime data in the statewide Correction Information System (CIS), Law Enforcement Data System (LEDS) and internal service tracking systems maintaining files for all active and discharged justice involved adults, providing reception coverage, handling of general inquiries from members of the public, mail distribution, supply ordering and processing of fee payments.

Support staff routinely collaborate closely with the DA's office, Courts throughout the state, police agencies, Oregon Department of Corrections, the Oregon Parole Board, other community corrections agencies and community partners to ensure compliance with legal documents of supervision.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of new adult files processed	2,968	1,400	2,800	2,800
Outcome	Percent of new cases assigned to a supervision unit within 7 days	63%	75%	75%	75%
Output	Number of check-ins at a reception desk	NEW	NEW	95,000	95,000

Performance Measures Descriptions

Measure 3 Changed: Alignment to Core Functions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,037,620	\$1,629,053	\$1,175,705	\$2,097,584
Contractual Services	\$6,288	\$0	\$7,492	\$0
Materials & Supplies	\$284,423	\$0	\$295,813	\$0
Internal Services	\$1,193,477	\$244,358	\$1,239,876	\$306,457
Total GF/non-GF	\$2,521,808	\$1,873,411	\$2,718,886	\$2,404,041
Program Total:	\$4,395,219		\$5,122,927	
Program FTE	13.00	19.00	14.35	23.65

Program Revenues				
Indirect for Dept. Admin	\$201,351	\$0	\$250,032	\$0
Intergovernmental	\$0	\$1,873,411	\$0	\$2,404,041
Total Revenue	\$201,351	\$1,873,411	\$250,032	\$2,404,041

Explanation of Revenues

County General Fund plus \$2,404,041 of SB 1145 funding from State Department of Corrections (DOC). This is a 51% allocation for the first year of the 2017-2019 state biennial budget

Significant Program Changes

Last Year this program was: FY 2017: 50017 Adult Support Services

This program offer reflects a net increase of 6.00 FTE. During FY 2017 5.00 FTE increase for positions that transferred to/from other DCJ programs. In FY 2018 1.00 FTE Program Supervisor is added.

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 appear in court or 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 justice involved adults.

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 the likelihood of appearing in court and risk for committing a new crime, Recog staff assist the court with release decisions for defendants that are ineligible for release by Recog staff. The unit serves 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of recog cases processed annually	31,879	33,000	32,000	32,000
Outcome	Percent of recog cases interviewed	34%	35%	35%	35%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$3,025,904	\$0	\$3,145,804	\$0
Contractual Services	\$7,642	\$0	\$6,642	\$0
Materials & Supplies	\$29,145	\$0	\$29,565	\$0
Internal Services	\$75,884	\$0	\$79,226	\$0
Total GF/non-GF	\$3,138,575	\$0	\$3,261,237	\$0
Program Total:	\$3,138,575		\$3,261,237	
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: FY 2017: 50018 Adult Recog/Pretrial Supervision Program

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 activities of an individual on supervision. This progressive resource significantly enhances public safety and ensures the highest rates of successful outcomes, permitting parole officers to intervene early and prevent justice involved adults' 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 individuals committing sex offenses 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 individuals engaging in domestic violence 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, 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 justice involved adults and promote public safety. The lab also collaborates with the Northwest Regional Computer Forensics Laboratory.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of gigabytes examined annually	10,948	15,000	15,000	15,000
Outcome	DCJ cases completed	45	60	60	60
Outcome	Non-DCJ cases completed	8	20	20	20
Outcome	Number of items examined through forensic analysis	138	500	500	500

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$399,583	\$0	\$412,660	\$0
Materials & Supplies	\$15,466	\$0	\$18,880	\$0
Internal Services	\$22,003	\$0	\$22,569	\$0
Total GF/non-GF	\$437,052	\$0	\$454,109	\$0
Program Total:	\$437,052		\$454,109	
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 2017: 50019A Adult Forensics Unit

In FY 2017 1.00 FTE Digital Forensics Examiner was funded as one-time-only. In FY 2018 this position is budgeted with ongoing funds.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$634,725	\$0	\$678,565
Contractual Services	\$0	\$3,098	\$0	\$3,098
Materials & Supplies	\$0	\$450	\$0	\$450
Internal Services	\$0	\$103,985	\$0	\$107,819
Total GF/non-GF	\$0	\$742,258	\$0	\$789,932
Program Total:	\$742,258		\$789,932	
Program FTE	0.00	4.75	0.00	4.90

Program Revenues				
Indirect for Dept. Admin	\$78,452	\$0	\$80,885	\$0
Intergovernmental	\$0	\$736,960	\$0	\$789,932
Beginning Working Capital	\$0	\$5,298	\$0	\$0
Total Revenue	\$78,452	\$742,258	\$80,885	\$789,932

Explanation of Revenues

County General Fund plus 1) \$765,988 - State Department of Corrections (DOC) SB1145. This is a 51% allocation for the first year of the 2017-2019 state biennial budget. 2) \$23,944 from State Board of Parole Hearings fund. Assuming same level of funding as prior biennium.

Significant Program Changes

Last Year this program was: FY 2017: 50020 Adult Parole/Post Prison Violation Hearings & Local Control Release Unit

This program offer reflects an increase of 0.15 FTE Community Justice Manager that transfers from another DCJ program in FY 2018 (refer # 50014-18).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$181,603	\$2,845,743	\$369,056	\$2,534,039
Contractual Services	\$2,882,297	\$1,328,944	\$2,977,630	\$1,347,794
Materials & Supplies	\$7,207	\$28,871	\$7,412	\$28,871
Internal Services	\$32,555	\$418,608	\$30,583	\$370,223
Total GF/non-GF	\$3,103,662	\$4,622,166	\$3,384,681	\$4,280,927
Program Total:	\$7,725,828		\$7,665,608	
Program FTE	1.44	24.56	3.61	21.39

Program Revenues				
Indirect for Dept. Admin	\$344,932	\$0	\$302,058	\$0
Fees, Permits & Charges	\$0	\$4,700	\$0	\$0
Intergovernmental	\$0	\$4,227,559	\$0	\$4,280,927
Beginning Working Capital	\$0	\$389,907	\$0	\$0
Total Revenue	\$344,932	\$4,622,166	\$302,058	\$4,280,927

Explanation of Revenues

County General Fund plus 1) \$4,119,686 - funding from State Department of Corrections (DOC) SB1145. This is a 51% allocation for the first year of the 2017-2019 state biennial budget. 2) \$74,580 funding from DOC Subsidy/Inmate Welfare Fund (IWF). This is a 49% allocation for the first year of the 2017-2019 state biennial budget. 3) \$4,700 Interstate Compact fees for clients applying to be supervised in another state. The \$50 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) \$57,696 - US Dept of Justice JAG Grant. Grant ends 9/30/2017 5) \$24,265 funding for State Treatment Transition Program. This is a 49% allocation for the first year of the 2017-2019 state biennial budget.

Significant Program Changes

Last Year this program was: FY 2017: 50021 Assessment and Referral Center

This program offer reflects a net decrease of 1.00 FTE. During FY 2017 net 1.00 FTE decrease for positions that transferred to/from other DCJ programs (refer # 50023-18 and 50031-18). In FY 2018 2.00 FTE Corrections Technicians are added and 2.00 FTE Corrections Counselors are cut.

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 that 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 process to assess justice involved adults prior to sentencing that provide a continuum of community-based sanctions, services and programs designed to reduce recidivism and decrease the county's utilization of imprisonment in Department of Corrections (DOC) institutions while protecting public safety and holding individuals 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 individuals 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 individuals who are sentenced to probation rather than prison, DCJ will provide intensive supervision, along with referrals to treatment. Treatment options for the MCJRP client 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of adults supervised annually	684	850	1,100	1,100
Outcome	Percent of adults who are revoked within 1 year of supervision start date	16%	10%	15%	15%
Outcome	Percent of adults who are convicted of a misd. or felony within 1 year of supervision start 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	2017	2017	2018	2018
Personnel	\$0	\$675,776	\$0	\$652,092
Contractual Services	\$0	\$2,362,731	\$0	\$2,415,892
Materials & Supplies	\$0	\$1,300	\$0	\$0
Internal Services	\$0	\$67,578	\$0	\$65,209
Total GF/non-GF	\$0	\$3,107,385	\$0	\$3,133,193
Program Total:	\$3,107,385		\$3,133,193	
Program FTE	0.00	5.00	0.00	5.00

Program Revenues				
Indirect for Dept. Admin	\$55,684	\$0	\$47,668	\$0
Intergovernmental	\$0	\$2,884,843	\$0	\$3,133,193
Beginning Working Capital	\$0	\$222,542	\$0	\$0
Total Revenue	\$55,684	\$3,107,385	\$47,668	\$3,133,193

Explanation of Revenues

\$3,133,193 funding from Oregon Criminal Justice Commission - Oregon Justice Reinvestment Grant Program (JRP). This is the anticipated allocation for the first year of the 2017-2019 biennial budget.

Significant Program Changes

Last Year this program was: FY 2017: 50022 HB3194 Justice Reinvestment

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 justice involved adults. Multnomah County receives a greater number of high risk individuals 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 individuals 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. The LS/CMI is also a fully functioning case management tool. The LS/CMI provides a summary of the individuals static and dynamic criminogenic risk and need factors, as well as special responsibility considerations to be deployed during supervision. The PSC provides a quick, objective, validated assessment of the probability an individual will be re-convicted of a felony or re-arrested for a person or property offense based on specific characteristics.

DCJ continues to use Effective Practices in Corrections Setting (EPICS) as an evidence-based case management model. With EPICS, Parole/Probation Officers (PPO) follow a structured approach to their interactions with their clients, allowing PPOs to effectively target the criminogenic needs using cognitive behavioral interventions for high risk individuals. PPOs enforce law-abiding behavior and link clients 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 individuals 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of high risk adults supervised annually	3,864	4,000	3,900	3,900
Outcome	Percent of adults who are convicted of a misd. or felony within 1 year of supervision start date	22%	23%	23%	23%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$2,937,080	\$4,087,392	\$3,433,661	\$3,960,743
Contractual Services	\$12,731	\$54,296	\$12,834	\$55,594
Materials & Supplies	\$13,666	\$40,732	\$276,647	\$23,347
Internal Services	\$710,171	\$613,109	\$446,901	\$578,664
Total GF/non-GF	\$3,673,648	\$4,795,529	\$4,170,043	\$4,618,348
Program Total:	\$8,469,177		\$8,788,391	
Program FTE	25.40	35.65	28.13	32.92

Program Revenues				
Indirect for Dept. Admin	\$505,201	\$0	\$472,121	\$0
Fees, Permits & Charges	\$0	\$242,021	\$0	\$208,200
Intergovernmental	\$0	\$4,553,508	\$0	\$4,410,148
Other / Miscellaneous	\$151,612	\$0	\$144,550	\$0
Total Revenue	\$656,813	\$4,795,529	\$616,671	\$4,618,348

Explanation of Revenues

County General Fund plus 1) Total of \$144,550 which includes \$143,050 from HB 2712 and \$1,500 from SB 1065. Assuming funding from HB2712 & SB1065 Circuit Court Jail Assessments will remain the same as FY16 actual (\$295k); \$144,550 is 49% allocation of total projected HB2712 & SB1065 revenue, which are deposited into the general fund. Historically, fees for the Criminal Fine Account (CFA) HB2715 are collected by Mult Co. Circuit Court per ORS 137.309. DCJ receives 60% of the monies collected per ORS 137.308. 2) \$4,410,148 - State Department of Corrections (DOC) SB 1145. This a 51% allocation for the first year of the 2017-2019 state biennial budget. 3) \$208,200 - 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 2017: 50023A Adult Field Generic Supervision High Risk

During FY 2017 net 2.00 FTE decrease for positions that transferred to/from other DCJ programs. In FY 2018 2.00 FTE Probation/Parole Officers are added.

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 (MIO) unit provides supervision services for probation, parole and post-prison individuals 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 justice involved adults with severe mental illness from incarceration and hospitalizations by treating them in the community. By providing these individuals with community-based treatment and with supervision from specially trained Parole/Probation Officers (PPOs), the MIO unit preserves community safety and minimizes individuals 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 client 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 individuals 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 Mental Health Services, supports public safety by providing supervision and treatment to high and medium risk individuals who require assistance in accessing resources to help them achieve a higher quality of life.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of adults served annually	312	300	300	300
Outcome	Percent of adults convicted of misd. or felony within 1 year of supervision start date	21%	30%	20%	20%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$794,675	\$0	\$935,975	\$0
Contractual Services	\$1,500	\$233,023	\$1,500	\$228,000
Materials & Supplies	\$1,560	\$7,650	\$1,820	\$0
Internal Services	\$0	\$0	\$96	\$0
Total GF/non-GF	\$797,735	\$240,673	\$939,391	\$228,000
Program Total:	\$1,038,408		\$1,167,391	
Program FTE	6.00	0.00	7.00	0.00

Program Revenues				
Intergovernmental	\$0	\$240,673	\$0	\$228,000
Total Revenue	\$0	\$240,673	\$0	\$228,000

Explanation of Revenues

County General Fund plus \$228,000 for grant year two 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 years 10/01/2015 - 09/30/2017, anticipating no cost extension through 9/30/18.

Significant Program Changes

Last Year this program was: FY 2017: 50024 Adult Mentally Ill Offender Supervision

This program offer adds 1.00 FTE Probation/Parole Officer in FY 2018.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$1,890,051	\$0	\$2,059,773
Contractual Services	\$462,921	\$658	\$456,497	\$5,400
Materials & Supplies	\$86,130	\$15,000	\$0	\$15,000
Internal Services	\$0	\$283,508	\$0	\$300,933
Total GF/non-GF	\$549,051	\$2,189,217	\$456,497	\$2,381,106
Program Total:	\$2,738,268		\$2,837,603	
Program FTE	0.00	15.00	0.00	16.00

Program Revenues				
Indirect for Dept. Admin	\$233,610	\$0	\$245,525	\$0
Fees, Permits & Charges	\$0	\$147,927	\$0	\$161,850
Intergovernmental	\$0	\$2,041,290	\$0	\$2,219,256
Total Revenue	\$233,610	\$2,189,217	\$245,525	\$2,381,106

Explanation of Revenues

County General Fund plus 1) \$2,192,256 State Department of Corrections (DOC) SB1145 funding. This is a 51% allocation for the first year of the 2017-2019 state biennial budget. 2) DOC SVDO \$27,000. FY 2018 budget is based on 3 years of history of supervision days at FY17 daily reimbursement rate of \$8.98. 3) \$161,850 - 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 2017: 50025 Adult Sex Offender Supervision & Treatment

This program offer reflects an increase of 1.00 FTE Corrections Technician that transferred from another DCJ program during FY 2017 (refer # 50023-18).

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 justice involved adults accountable and promote individual change. Each year, this program supervises over 1,000 adults 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 past year, nearly nine out of ten individuals supervised by the DV unit have not committed a new misdemeanor or felony.

Program Summary

The DV unit strives to end the cycle of violence by holding individuals 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 individuals 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 accountability of the individual on supervision.

Reducing domestic violence is a priority for Multnomah County. This program increases public safety by holding high risk individuals 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 individuals 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of adults served yearly	1,260	1,200	1,200	1,200
Outcome	Percent of adults convicted of a misd. or felony 1 year of supervision start date	12%	15%	15%	15%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,095,277	\$1,105,874	\$1,037,098	\$1,313,218
Contractual Services	\$0	\$199,904	\$0	\$125,680
Materials & Supplies	\$2,340	\$14,199	\$2,340	\$15,354
Internal Services	\$66,699	\$165,881	\$161,903	\$191,861
Total GF/non-GF	\$1,164,316	\$1,485,858	\$1,201,341	\$1,646,113
Program Total:	\$2,650,174		\$2,847,454	
Program FTE	8.80	10.20	8.05	10.95

Program Revenues				
Indirect for Dept. Admin	\$136,686	\$0	\$156,535	\$0
Fees, Permits & Charges	\$0	\$127,850	\$0	\$149,850
Intergovernmental	\$0	\$1,358,008	\$0	\$1,496,263
Total Revenue	\$136,686	\$1,485,858	\$156,535	\$1,646,113

Explanation of Revenues

County General Fund plus 1) \$149,850 - 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) \$1,496,263 - State Department of Corrections (DOC) SB1145 funding. This is a 51% allocation for the first year of the 2017-2019 state biennial budget.

Significant Program Changes

Last Year this program was: FY 2017: 50026 Adult Domestic Violence Supervision

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 approximately 500 justice involved adults annually, many (70%) have children under the age of ten. A number of these individuals are pregnant women and/or have children involved in the juvenile justice 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 justice involved adults 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 individuals accountable.

Research has shown that the number of women involved in the criminal justice system is growing at a higher rate than men. Women's entry into the criminal justice system, offense patterns, and levels of risk often follow a different pathway than men with different root causes. Over the next year, we will be pulling together our female gender specific caseloads and combining them with FSU to create the Justice Involved Women and Family Services Unit. We have also been working with DOC to incorporate the Women's Risk Need Assessment (WRNA) tool into our supervision case plans.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of adults served annually	499	425	500	500
Outcome	Percent of adults convicted of a misd. or felony within 1 year of supervision start date	13%	15%	15%	15%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$850,283	\$134,541	\$862,398	\$155,866
Contractual Services	\$36,605	\$168,784	\$26,605	\$192,736
Materials & Supplies	\$2,000	\$0	\$3,200	\$0
Internal Services	\$10,283	\$20,181	\$9,963	\$22,772
Total GF/non-GF	\$899,171	\$323,506	\$902,166	\$371,374
Program Total:	\$1,222,677		\$1,273,540	
Program FTE	6.85	1.15	6.85	1.15

Program Revenues				
Indirect for Dept. Admin	\$16,629	\$0	\$18,579	\$0
Fees, Permits & Charges	\$0	\$25,092	\$0	\$24,000
Intergovernmental	\$0	\$0	\$0	\$286,468
Beginning Working Capital	\$0	\$298,414	\$0	\$60,906
Total Revenue	\$16,629	\$323,506	\$18,579	\$371,374

Explanation of Revenues

County General Fund plus 1) \$24,000 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) \$286,468 from the state HB3503 Family Sentencing Alternative Program grant. Assuming funding will continue through fiscal year 2018. 3) \$60,906 - anticipated BWC carryover from the current state HB3503 grand ended 06/30/2017.

Significant Program Changes

Last Year this program was: FY 2017: 50027 Adult Family Supervision Unit

During FY 2017 net 1.00 FTE Probation/Parole Officer increase due to positions transferring to/from other DCJ programs (refer # 50023-18). In FY 2018 1.00 FTE Probation/Parole Officer is cut.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$858,249	\$2,181,904	\$0	\$2,222,655
Contractual Services	\$20,889	\$119,953	\$0	\$76,932
Materials & Supplies	\$2,780	\$18,165	\$0	\$7,182
Internal Services	\$1,935	\$1,960	\$0	\$3,573
Total GF/non-GF	\$883,853	\$2,321,982	\$0	\$2,310,342
Program Total:	\$3,205,835		\$2,310,342	
Program FTE	8.40	20.50	0.00	20.00

Program Revenues				
Intergovernmental	\$0	\$10,000	\$0	\$21,320
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$10,000	\$0	\$21,320

Explanation of Revenues

Video Lottery Fund \$ plus 1) \$21,320 - projecting continuation of current funding from Portland Community College.

Significant Program Changes

Last Year this program was: FY 2017: 50028A The Change Center

This program offer reflects a decrease of 8.90 FTE. During FY 2017 1.00 FTE Office Assistant Senior transferred to another DCJ program (refer # 50017-18). In FY 2018 this program offer is decreased by 7.90 FTE which includes 1.00 FTE Community Justice Manager, 3.90 FTE Basic Skills Educator and 3.00 FTE Program Technician.

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

Executive Summary

Londer Learning Center (LLC) promotes public safety by addressing low employability, lack of education and antisocial behaviors of justice involved adults. If unaddressed, these prime risk factors often lead to increased crime, re-incarceration and unpaid restitution to victims.

Program Summary

This offer restores services provided by Londer Learning Center (LLC) for the Adult Services Division for six (6) months to allow adjustment to using educational and employment resources in the community. LLC works with Parole-Probation Officers (PPO), courts, judges, treatment providers, community colleges, and employment agencies to engage justice involved individuals in employment readiness, GED preparation, and college transition courses.

Staff at LLC will spend six (6) months researching and establishing relationships with resources in the community to assist justice involved individuals with these services. Staff will continue to provide services for individuals currently engaged in LLC services, and will individually match them with appropriate community resources before the unit closes.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of adults served annually	173	450	450	200
Outcome	Percent of program participants earning a GED	10%	15%	10%	10%

Performance Measures Descriptions

Note: Measure 1 FY18 Offer changed to reflect 6-month ramp down.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$295,018	\$0
Contractual Services	\$0	\$0	\$16,410	\$0
Materials & Supplies	\$0	\$0	\$21,885	\$0
Total GF/non-GF	\$0	\$0	\$333,313	\$0
Program Total:	\$0		\$333,313	
Program FTE	0.00	0.00	3.45	0.00

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

Explanation of Revenues

General Fund

Significant Program Changes

Last Year this program was:

This program offer restores 1.95 FTE Basic Skills Educator and 1.50 FTE Program Technician for six months, that was reduced from program offer 50028A-18.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$263,270	\$0	\$269,748	\$0
Contractual Services	\$270,000	\$0	\$270,000	\$0
Materials & Supplies	\$520	\$0	\$260	\$0
Internal Services	\$23	\$0	\$0	\$0
Total GF/non-GF	\$533,813	\$0	\$540,008	\$0
Program Total:	\$533,813		\$540,008	
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 2017: 50029 Adult Electronic Monitoring

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

Executive Summary

Many individuals who commit property crimes are also addicted to alcohol or drugs. In an attempt to decrease additional felony convictions and hold people accountable both the State Department of Corrections and the Oregon Criminal Justice Commission invested monies into comprehensive programming for this population. The funding agencies conduct evaluations of each program and report back to the legislature on the results.

Program Summary

DCJ has redesigned its Measure 57 program to focus on opioid-dependent adults and the difficulty in successfully treating these individuals. A close partnership with a qualified community-based program enhances our ability to safely manage these justice involved adults while reducing overdose deaths and criminal recidivism.

CODA is a non-profit provider offering outpatient, residential, and medically assisted treatment options. This agency has particular expertise in treating opioid dependence and in providing services to those in the criminal justice system. A CODA counselor housed at DCJ's Assessment and Referral Center (ARC), is working closely with intake staff to assess treatment needs, make referrals, support treatment engagement, and participate in multi-disciplinary team case management.

The Success Through Accountability, Restitution, and Treatment (START) court is multi-disciplinary in nature, and money is shared by multiple stakeholders. The START program is selective, and provides wrap-around services including treatment, supervision, and transition planning, and mentor-ship. It uses evidence-based practices in collaboration with the Courts, Multnomah County Sheriff's Office, defense attorneys, the District Attorney, Volunteers of America, and DCJ. This program contracts for up to 165 active participants and is a specialty court that the Multnomah County Justice Reinvestment Program (MCJRP) refers to.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of adults in START Court served each year in supervision	254	200	200	200
Outcome	Percent of adults in START Court convicted of a misdemeanor or felony within 1 year of supervision start	30%	35%	35%	35%
Output	Number of adults referred to medically assisted treatment	22	200	50	50

Performance Measures Descriptions

Measure 3 Note: Reduction in FY16 Actual Due to Vacancy; FY17 Estimate Reflects Anticipated Staffing

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$317,674	\$755,102	\$309,577	\$758,190
Contractual Services	\$4,000	\$939,441	\$4,000	\$978,464
Materials & Supplies	\$1,197	\$21,051	\$1,800	\$21,818
Internal Services	\$0	\$97,531	\$0	\$96,031
Total GF/non-GF	\$322,871	\$1,813,125	\$315,377	\$1,854,503
Program Total:	\$2,135,996		\$2,169,880	
Program FTE	2.71	6.99	2.69	7.01

Program Revenues				
Indirect for Dept. Admin	\$80,365	\$0	\$75,636	\$0
Fees, Permits & Charges	\$0	\$13,180	\$0	\$13,000
Intergovernmental	\$0	\$1,077,598	\$0	\$1,841,503
Beginning Working Capital	\$0	\$722,347	\$0	\$0
Total Revenue	\$80,365	\$1,813,125	\$75,636	\$1,854,503

Explanation of Revenues

County General Fund plus 1) \$728,264 State Department of Corrections (DOC) M57 funding. This a 49% allocation for the first year of the 2017-2019 state biennial budget. Funding restricted to program that supports Measure 57. 2) \$1,013,239 - State Criminal Justice Commission START Court. Projecting funding will continue through fiscal year 2018. 3) \$13,000 - 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) \$100,000 - Adult Drug Court Discretionary Grant from US Dept of Justice. This is the 2nd grant year budget. Total funding is \$300k in the period of 10/01/2016 - 09/30/2019.

Significant Program Changes

Last Year this program was: FY 2017: 50030 Adult Property Crimes Programs

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,432,515	\$206,199	\$1,173,852	\$143,281
Contractual Services	\$9,273	\$105,804	\$7,143	\$106,590
Materials & Supplies	\$47,842	\$0	\$48,543	\$0
Internal Services	\$160,862	\$30,929	\$138,138	\$20,933
Total GF/non-GF	\$1,650,492	\$342,932	\$1,367,676	\$270,804
Program Total:	\$1,993,424		\$1,638,480	
Program FTE	14.44	2.06	11.12	1.38

Program Revenues				
Indirect for Dept. Admin	\$25,486	\$0	\$17,079	\$0
Fees, Permits & Charges	\$0	\$25,000	\$0	\$25,000
Intergovernmental	\$0	\$317,932	\$0	\$245,804
Total Revenue	\$25,486	\$342,932	\$17,079	\$270,804

Explanation of Revenues

County General Fund plus 1) \$40,000 - IGA with City of Portland Water Bureau. Current IGA ends 6/30/2016, anticipating renewal at same amount. 2) \$100,000 - IGA with City of Portland Parks & Recreation. FY 2017 rate is \$489/day. FY18 projection is the average of past 3 years actual revenue received. 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 will continue through 6/30/2018. 5) \$30,804 - IGA with Metro.

Significant Program Changes

Last Year this program was: FY 2017: 50031A Community Service

This program offer reflects a decrease of 4.00 FTE that transferred to other DCJ programs during FY 2017 (refer # 50017-18 and 50021A-18).

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 justice involved men and women 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 individuals 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 engaging with pro-social resources, relationships and behavior change.

Individuals assigned to this program are classified as high risk based on their scores 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of adults served annually	494	450	450	450
Outcome	Percent of adults convicted of a misd. or felony within 1 year of supervision start date	21%	22%	22%	22%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$141,729	\$1,038,806	\$144,466	\$1,070,345
Contractual Services	\$123,822	\$205,960	\$133,203	\$209,053
Materials & Supplies	\$260	\$5,080	\$260	\$5,080
Internal Services	\$411	\$155,821	\$118	\$156,377
Total GF/non-GF	\$266,222	\$1,405,667	\$278,047	\$1,440,855
Program Total:	\$1,671,889		\$1,718,902	
Program FTE	1.00	8.00	1.00	8.00

Program Revenues				
Indirect for Dept. Admin	\$128,397	\$0	\$127,585	\$0
Intergovernmental	\$0	\$1,405,667	\$0	\$1,440,855
Total Revenue	\$128,397	\$1,405,667	\$127,585	\$1,440,855

Explanation of Revenues

County General Fund plus \$1,440,855 funding from State Department of Corrections (DOC) SB1145. This is a 51% allocation for the first year of the 2017-2019 state biennial budget.

Significant Program Changes

Last Year this program was: FY 2017: 50032 Adult Gang and African American Program

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$326,299	\$0
Total GF/non-GF	\$0	\$0	\$326,299	\$0
Program Total:	\$0		\$326,299	
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:

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$75,701	\$0	\$92,926	\$0
Materials & Supplies	\$260	\$0	\$260	\$0
Total GF/non-GF	\$75,961	\$0	\$93,186	\$0
Program Total:	\$75,961		\$93,186	
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 2017: 50036 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 Offense Reduced Supervision (SORS) caseload provides supervision for adults convicted of sex offenses who have been identified as low risk for sexual re-offense by validated risk assessment tools. A reduced level of supervision is provided to qualifying clients in order to monitor compliance with sexual offense specific treatment, sex offense registration and special conditions of supervision. This caseload's staff assists with community safety by reducing risk through continued monitoring of the individual's behavior while on supervision.

Program Summary

The SORS caseload is for adults convicted of sex offenses who have been identified as low risk for sexual re-offense. These individuals 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 individual 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 individuals and focuses on allocating the majority of resources to high and medium risk adults convicted of sex offenses. One Sex Offense Specialist Parole/Probation Officer (PPO) supervises approximately 180 adults on the SORS caseload and is required to complete a home visit every six months. The individual on supervision 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. Individuals 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of adults served annually	234	200	200	200
Outcome	Percent of adults convicted of a misd. or felony within one year of supervision start date	4%	2%	4%	4%
Outcome	Percent of adults convicted of a new sex-offense misd. or felony within one year of supervision start date	0%	0%	0%	0%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$207,662	\$0	\$214,624
Internal Services	\$0	\$31,149	\$0	\$31,356
Total GF/non-GF	\$0	\$238,811	\$0	\$245,980
Program Total:	\$238,811		\$245,980	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Indirect for Dept. Admin	\$25,667	\$0	\$25,583	\$0
Intergovernmental	\$0	\$238,811	\$0	\$245,980
Total Revenue	\$25,667	\$238,811	\$25,583	\$245,980

Explanation of Revenues

State Department of Corrections (DOC) SB1145 \$245,980. This is a 51% allocation for the first year of the 2017-2019 state biennial budget.

Significant Program Changes

Last Year this program was: FY 2017: 50037 Adult Sex Offender Reduced Supervision (SORS)

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 RST model takes care not to bring justice involved adults who are low risk deeper into the criminal justice system, provides minimal supervision and encourages increased self-sufficiency. Approximately 3000 adults are supervised by RST annually.

Program Summary

Justice involved adults 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 individuals is detrimental and causes more harm (Andrews, Bonta and Hoge 1990).

RST is a formal probation/parole/post-prison program that tracks the individual's supervision to completion. The individual 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 person must complete probation/parole/post-prison conditions. New probations 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of adults served annually	3,053	3,000	3,000	3,000
Outcome	Percent of adults convicted of a misd. or felony within 1 year of supervision start date	9%	9%	9%	9%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$650,114	\$400,392	\$498,484	\$377,497
Contractual Services	\$2,750	\$23,330	\$2,750	\$27,200
Materials & Supplies	\$6,711	\$0	\$6,711	\$0
Internal Services	\$3,140	\$60,058	\$3,075	\$55,153
Total GF/non-GF	\$662,715	\$483,780	\$511,020	\$459,850
Program Total:	\$1,146,495		\$970,870	
Program FTE	5.26	3.74	3.66	3.34

Program Revenues				
Indirect for Dept. Admin	\$49,488	\$0	\$44,998	\$0
Fees, Permits & Charges	\$0	\$483,780	\$0	\$459,850
Other / Miscellaneous	\$158,714	\$0	\$150,450	\$0
Total Revenue	\$208,202	\$483,780	\$195,448	\$459,850

Explanation of Revenues

County General Fund plus 1) \$150,450 is 51% allocation of projected Circuit Court Jail Assessments (HB2712) of \$295,000, which are deposited into the general fund. Assuming funding from HB2712 will remain the same as FY16 actual (\$295k); 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) \$459,850 -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.

Significant Program Changes

Last Year this program was: FY 2017: 50038 Adult Generic Reduced Supervision (Casebank)

This program offer cuts 1.00 FTE Corrections Technician and 1.00 FTE Probation/Parole Officer in FY 2018.

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 justice involved adults on bench probation who have been convicted of Driving Under the Influence of Intoxicants (DUII). Staff monitor and supervise individuals 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 individuals 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 clients who are placed on bench probation. The MMP program monitors individuals who have failed to successfully complete the DUII Diversion program or are otherwise ineligible for diversion. Fifteen percent of these individuals are high risk multiple DUII clients 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 individuals 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 persons currently serving a bench probation.

DCJ's ability to monitor additional clients 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. The report to the judge includes information regarding law enforcement contact that reveals alcohol use, illegal driving or new criminal activity; or when an individual exhibits behaviors as reported by law enforcement which appear to constitute a significant danger to public safety.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of adults served annually	2,258	2,000	2,300	2,300
Outcome	Percent of positive case closures	97%	97%	97%	97%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$196,822	\$234,365	\$333,079	\$230,989
Contractual Services	\$0	\$29,369	\$0	\$27,779
Materials & Supplies	\$0	\$379	\$0	\$379
Internal Services	\$1,845	\$37,087	\$1,781	\$35,853
Total GF/non-GF	\$198,667	\$301,200	\$334,860	\$295,000
Program Total:	\$499,867		\$629,860	
Program FTE	1.65	2.85	2.84	2.66

Program Revenues				
Indirect for Dept. Admin	\$28,968	\$0	\$27,533	\$0
Fees, Permits & Charges	\$0	\$301,200	\$0	\$295,000
Total Revenue	\$28,968	\$301,200	\$27,533	\$295,000

Explanation of Revenues

County General Fund plus \$295,000 -Bench Probation fees. \$295,000 consists of \$87,200 for FSMP, and \$208,000 for 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 2017: 50039 Formal Supervision & Monitor Misdemeanor Program

This program offer adds 1.00 FTE Community Justice Manager in FY 2018.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$249,298	\$0
Materials & Supplies	\$0	\$0	\$702	\$0
Total GF/non-GF	\$0	\$0	\$250,000	\$0
Program Total:	\$0		\$250,000	
Program FTE	0.00	0.00	2.70	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 adds \$250k in OTO funding.

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

Executive Summary

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

Program Summary

JSD engages with the community and collaborates with victims and system partners (e.g., the judiciary, law enforcement, District Attorney, education system, 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 JJS in Multnomah County. Specific oversight responsibilities include:

- 1) PROBATION AND TREATMENT SERVICES - Oversees intake/assessment, prevention/intervention and adjudication. Coordinates and monitors units devoted to probation supervision, sanctioning, connection to resources. Provides community-based mental health and alcohol and drug services for delinquent youth (including assessments, case planning, care coordination and individual/family therapy).
- 2) DETENTION 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 youth charged as adults with Measure 11), or those serving a sanction.
- 3) COMMUNITY-BASED AND SUPPORT SERVICES - Provides an assessment and evaluation (A&E) residential program that operates 24 hours a day, 7 days a week. Interfaces with youth-serving community resources to improve access and integration. Oversees Community Service and Project Payback, a juvenile restitution program, and the Community Monitoring program.
- 4) SYSTEM CHANGE AND DETENTION ALTERNATIVES INITIATIVE PROGRAMMING - Focuses on developing and implementing strategies to reduce racial and ethnic disparities in the JJS and enhancing multi-system integration. Holds youth accountable and protects public safety through shelter care, residential placement, and other detention alternative intervention outlets.
- 5) FAMILY COURT SERVICES - Provides mediation, parent education, and child custody evaluations. In addition, JSM manages a position that serves as a liaison to the family court judiciary for community-based programs and agencies, 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of juvenile criminal referrals received annually	1,083	1,150	1,000	1,000
Outcome	Percent of youth that had one or more subsequent criminal referrals within 1 year post disposition	NEW	NEW	34%	34%

Performance Measures Descriptions

Measure 2 Changed: Refined Recidivism Definition

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,237,540	\$143,021	\$1,147,007	\$125,503
Contractual Services	\$194,370	\$0	\$171,540	\$0
Materials & Supplies	\$117,661	\$5,195	\$126,896	\$5,052
Internal Services	\$47,868	\$17,324	\$49,509	\$14,356
Total GF/non-GF	\$1,597,439	\$165,540	\$1,494,952	\$144,911
Program Total:	\$1,762,979		\$1,639,863	
Program FTE	8.43	0.57	7.45	0.55

Program Revenues				
Indirect for Dept. Admin	\$14,187	\$0	\$10,980	\$0
Intergovernmental	\$0	\$67,069	\$0	\$44,911
Other / Miscellaneous	\$3,300	\$87,324	\$3,200	\$87,324
Beginning Working Capital	\$0	\$11,147	\$0	\$12,676
Total Revenue	\$17,487	\$165,540	\$14,180	\$144,911

Explanation of Revenues

County General Fund plus 1) \$3,200 - 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) \$100,000 - Annie E. Casey Foundation grant. Amount includes BWC of \$12,676 which is projected unspent balance being carried forward from FY17. 3) \$44,911 - remaining of US DOJ OJJDP Anti Gang award. Total grant award amount is \$203,478 for 10/1/14-9/30/17.

Significant Program Changes

Last Year this program was: FY 2017: 50050 Juvenile Services Management

This program offer cuts 1.00 FTE Program Specialist in FY 2018. The position is vacant.

Department: Community Justice

Program Contact: Rosa Garcia

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Juvenile Support Services assists the Juvenile Services Division (JSD) Administration, Probation And Treatment Services and Community Interface Services. 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

Clerical Support Services: Support Services provides office support to Probation and Treatment Services, Community Interface Services, and the Assessment & Evaluation (A&E) program. Essential Functions include: shelter care tracking, Medicaid billing preparation, reviewing client service notes and creating client charts. Support Services ensures compliance with Title IV-E (federal reimbursement) claiming and clerical services related to victim fines and restitution tracking. Support services also maintains all closed juvenile files; provides public assistance with general inquiries; oversees mail distribution; and processes documents and forms for JSD, the District Attorney's Office, Department of Human Services and the Judiciary per inter-agency agreements.

Data Services: Essential functions include specialized data entry and record maintenance in the statewide Juvenile Justice Information System (JJIS) and Law Enforcement Data System (LEDS). Data 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; processes archiving requests; and handles expunction of juvenile records that meet statutory criteria.

Child Abuse Unit: The Child Abuse Unit partners with the Judiciary, the District Attorney's Office, the Department of Human Services and other agencies to ensure legal compliance regarding service of legal documents affecting the outcome of dependency cases and termination of parental rights cases. The unit provides service summons and petitions according to statutory criteria. They also provide precise records which are vital to the outcome of individual cases.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of referrals received & processed annually	3,137	3,200	3,100	3,100
Outcome	Number of court orders and dispositions processed	1,555	1,500	1,500	1,500
Outcome	Percent of warrants successfully processed without additional validations needed	97%	95%	95%	95%

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	2017	2017	2018	2018
Personnel	\$1,389,872	\$0	\$1,574,439	\$68,821
Contractual Services	\$10,000	\$0	\$10,000	\$15,024
Materials & Supplies	\$127,078	\$0	\$121,667	\$0
Internal Services	\$1,215,167	\$0	\$995,726	\$10,054
Total GF/non-GF	\$2,742,117	\$0	\$2,701,832	\$93,899
Program Total:	\$2,742,117		\$2,795,731	
Program FTE	16.00	0.00	17.20	0.80

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$8,203	\$0
Intergovernmental	\$0	\$0	\$0	\$93,899
Total Revenue	\$0	\$0	\$8,203	\$93,899

Explanation of Revenues

County General Fund plus \$93,899 Title IV-E funding.

Significant Program Changes

Last Year this program was: FY 2017: 50051 Juvenile Services Support

This program offer reflects an increase of 2.00 FTE; during FY 2017 1.00 FTE Juvenile Counseling Assistant and 1.00 FTE Office Assistant Senior transferred from other DCJ programs (refer # 50058-18 and 50063-18).

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 and services are taking place at East County Courthouse in order to better serve the residents of East County. Parent education and mediation are state mandated services.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of individuals satisfied with parent education classes	90%	90%	90%	90%
Outcome	Percent of custody/parenting time evaluations resulting in settlement	70%	80%	75%	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$163,509	\$807,219	\$196,373	\$852,861
Contractual Services	\$0	\$41,402	\$0	\$62,905
Materials & Supplies	\$0	\$35,544	\$0	\$27,110
Internal Services	\$0	\$186,594	\$0	\$194,052
Total GF/non-GF	\$163,509	\$1,070,759	\$196,373	\$1,136,928
Program Total:	\$1,234,268		\$1,333,301	
Program FTE	1.42	7.58	1.66	8.34

Program Revenues				
Indirect for Dept. Admin	\$99,773	\$0	\$101,661	\$0
Fees, Permits & Charges	\$0	\$992,960	\$0	\$1,060,000
Intergovernmental	\$0	\$77,799	\$0	\$76,928
Total Revenue	\$99,773	\$1,070,759	\$101,661	\$1,136,928

Explanation of Revenues

County General Fund plus 1) \$848,922 in state funding for conciliation and mediation services assumes continued funding at current level. 2) \$81,078 conciliation services fee collected as part of \$60 marriage license fees of which \$10 is a conciliation services fee. 3) Evaluation fees \$8,000 (70% of clients qualify for a waiver). 4) Parent Education Fees \$122,000 (\$55 or \$70 fee). Fees are collected per ORS 205.320 and 107.510 to 107.610, and are set by Board Resolution. 5) \$76,928 Access & Visitation grant from US Dept of Health and Human Services.

Significant Program Changes

Last Year this program was: FY 2017: 50052A Family Court Services

This program offer adds 1.00 FTE Office Assistant 2 in FY 2018. This position was limited duration 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, Safety First Supervised Parenting Time and Safe Exchange Program provides residents of Multnomah County with a professionally operated safe site for at risk parents and their children to maintain meaningful contact. The program primarily serves children whose families have been impacted by domestic violence. The program is able to serve a broad constituency that includes those involved in the correction system, those with mental health challenges and parents who are homeless yet want safe contact with their children.

Program Summary

The call for professionally supervised parenting time options has been recognized as a critical community requisite especially for families impacted by domestic violence. It is well documented that women and children are at higher lethality risk after separating from an abusive partner. For the past four years, Safety First has provided crucial supervised parenting time and safe exchange services for the tri-county area. Judges, attorneys, corrections professionals and social service providers have relied on Safety First as a resource. The program has received over 700 referrals and was forced to stop accepting referrals in June 2016 because the community needs significantly outpaced program capacity. Over the past three years, approximately 365 children have benefited from services.

Historically, Safety First was partially funded by a grant from the Office on Violence Against Women and was limited to serving families impacted by domestic violence. In September 2016, Safety First learned further grant funds were not awarded and the program is now able to provide services to all families in need. For example, the program can allow for a safe and controlled reintroduction of the children to the absent parent who has been incarcerated. Research has shown that men who take on a parenting role after being in jail or prison are more likely to succeed on supervision (Hairston, 2002; Petersilia, 2003). Safety First will provide a much needed resource to justice involved individuals and their children.

Safety First has experience supporting families having many difficulties. Parents and children have experienced alcohol and drug addiction, mental health disorders, homelessness and child welfare involvement. The program will more intentionally outreach to community partners and further strengthen families experiencing challenges. Safety First is poised to continue meeting the clear need for supervised parenting time and safe exchange services for families in Multnomah County.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of families served annually	56	100	56	90
Outcome	Number of security incidents during supervised parenting time or exchange	2	3	2	2

Performance Measures Descriptions

Measure 1 Note: Reduction in FY16 Actual and FY17 Estimate Reflect Staffing Challenges.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$136,176	\$167,888	\$302,603	\$0
Contractual Services	\$56,563	\$32,616	\$32,170	\$0
Materials & Supplies	\$364	\$5,332	\$3,846	\$0
Internal Services	\$4,263	\$25,183	\$4,537	\$0
Total GF/non-GF	\$197,366	\$231,019	\$343,156	\$0
Program Total:	\$428,385		\$343,156	
Program FTE	1.56	1.24	2.80	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2017: 50053 FCS - Justice for Families - Supervised Parenting Time

This program offer reflects the ending of the US DOJ OVW Supervised Parenting Grant and the elimination of services to Clackamas and Washington County during FY 2017. For FY 2018 this program is moving from the Juvenile Services Division to the Adult Services Division and includes \$142k and 1.24 FTE in General Fund back-fill.

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 2016, 1,200 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of days in which the detention population exceeded funded bed capacity	61	25	40	40
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	2017	2017	2018	2018
Personnel	\$6,583,443	\$0	\$6,652,246	\$0
Contractual Services	\$5,461	\$0	\$5,461	\$0
Materials & Supplies	\$214,613	\$166,110	\$223,018	\$154,730
Internal Services	\$886,452	\$0	\$1,138,033	\$0
Capital Outlay	\$11,000	\$0	\$11,000	\$0
Total GF/non-GF	\$7,700,969	\$166,110	\$8,029,758	\$154,730
Program Total:	\$7,867,079		\$8,184,488	
Program FTE	58.20	0.00	58.40	0.00

Program Revenues				
Intergovernmental	\$3,389,979	\$166,110	\$3,460,355	\$154,730
Other / Miscellaneous	\$80,603	\$0	\$88,000	\$0
Total Revenue	\$3,470,582	\$166,110	\$3,548,355	\$154,730

Explanation of Revenues

County General Fund plus 1) \$88,000 - DCJ Courtyard Cafe Catering Sales. FY18 budget trends from prior 3 FYs. 2) \$154,730 - total reimbursement by USDA ODE for youth that qualify for the school lunch program (\$55,230 breakfast & \$99,500 Lunch). Calculated by using current FY17 meal counts and rates. 3) \$3,460,355 IGA with Washington County and Clackamas County; projection is based on estimated FY18 daily bed rate of \$295.28 with 16 beds for Washington County (\$1,724,435) and 17 beds for Clackamas County (\$1,832,212); respectively, plus an estimates \$5,906 for overages. \$3,460,355 projection also includes the deduction of \$51,099 for each county for the Health Dept's provision of health services to detention clients

Significant Program Changes

Last Year this program was: FY 2017: 50054A Juvenile Detention Services - 56 Beds

This program offer reflects a net increase of 0.20 FTE. In FY 2018 1.00 FTE Juvenile Custody Services Specialist is added and 0.80 FTE Office Assistant Senior is cut.

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 2016, 1,200 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of days in which the detention population exceeded funded bed capacity	61	25	40	40
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	2017	2017	2018	2018
Personnel	\$743,727	\$0	\$782,215	\$0
Materials & Supplies	\$35,516	\$0	\$38,057	\$0
Total GF/non-GF	\$779,243	\$0	\$820,272	\$0
Program Total:	\$779,243		\$820,272	
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 2017: 50054B Juvenile Detention Services - 16 Beds

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$142,057	\$0	\$141,935	\$0
Contractual Services	\$7,239	\$0	\$7,631	\$0
Materials & Supplies	\$72,215	\$0	\$69,047	\$0
Total GF/non-GF	\$221,511	\$0	\$218,613	\$0
Program Total:	\$221,511		\$218,613	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$112,000	\$0
Service Charges	\$114,000	\$0	\$0	\$0
Total Revenue	\$114,000	\$0	\$112,000	\$0

Explanation of Revenues

County General Fund plus \$112,000 in DCJ Courtyard Cafe sales.

Significant Program Changes

Last Year this program was: FY 2017: 50054D Courtyard Cafe - Lunch Service - Restoration

This program offer restores the operation of the Courtyard Cafe lunch service, including 1.00 FTE Cook and 1.00 FTE Food Service Worker and associated revenue, material, and service costs.

Department: Community Justice **Program Contact:** Rosa Garcia
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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of youth served	206	200	200	200
Outcome	Percent of youth who attend their court appearance	97%	97%	97%	97%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$272,539	\$316,648	\$274,568	\$323,773
Total GF/non-GF	\$272,539	\$316,648	\$274,568	\$323,773
Program Total:	\$589,187		\$598,341	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$316,648	\$0	\$323,773
Total Revenue	\$0	\$316,648	\$0	\$323,773

Explanation of Revenues

County General Fund plus Oregon Youth Authority Gang Transition Services (OYA GTS) funds \$323,773. This is a 49% allocation for the first year of the 2017-2019 biennial budget.

Significant Program Changes

Last Year this program was: FY 2017: 50055 Community Monitoring Program

Department: Community Justice **Program Contact:** Rosa Garcia
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 justice involved youth. 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 youth 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 2016, shelter and residential placements served 80 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of youth served	80	95	80	80
Outcome	Percent of youth who do not leave the shelter during their placement	81%	85%	80%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$73,839	\$534,157	\$73,839	\$558,316
Total GF/non-GF	\$73,839	\$534,157	\$73,839	\$558,316
Program Total:	\$607,996		\$632,155	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$534,157	\$0	\$480,873
Service Charges	\$0	\$0	\$0	\$77,443
Total Revenue	\$0	\$534,157	\$0	\$558,316

Explanation of Revenues

County General Fund plus 1) \$61,607 Title IV-E reimbursement fund based on FY 2017 projection of allowable activities. 2) \$419,266 - Oregon Youth Authority Gang Transition Services (OYA GTS) funds. This is a 49% allocation for the first year of the 2017-2019 biennial budget. 3) \$77,443 is funding for clients eligible for BRS Medicaid reimbursement via services provided by County providers.

Significant Program Changes

Last Year this program was: FY 2017: 50056 Juvenile Shelter & Residential Placements

Department: Community Justice **Program Contact:** Tracey Freeman
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 justice involved youth 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, a letter of responsibility, 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total number of youth served by IAIA	220	400	300	300
Outcome	Percent of informal youth who do not receive a new criminal referral within one year post disposition	75%	85%	75%	75%

Performance Measures Descriptions

Measure 1 Note: With the implementation of Multnomah County's police diversion program (CHI EI) 315 cases were diverted last year from entering the juvenile justice system. Numbers of informal cases entering juvenile significantly reduced as a result from CHI EI implementation.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$959,796	\$0	\$992,522	\$0
Contractual Services	\$6,019	\$0	\$6,144	\$0
Materials & Supplies	\$4,205	\$0	\$4,080	\$0
Internal Services	\$13,212	\$0	\$16,242	\$0
Total GF/non-GF	\$983,232	\$0	\$1,018,988	\$0
Program Total:	\$983,232		\$1,018,988	
Program FTE	8.00	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 2017: 50057 Juvenile Intake, Assessment, Intervention & Adjudication (IAIA)

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 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, in addition to working in collaboration with the Adult Services Division as part of the Smart Grant team. 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 counteract gang involvement, sexual offending and other harmful behaviors leading to further involvement in the criminal justice system. JFP focuses on the highest risk youth by utilizing Functional Family Probation Services (FFPS), an evidence-based case management model that has proven results in reducing recidivism and promoting accountability among justice involved youth. 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of youth on probation served annually	505	450	450	450
Outcome	Percent of youth who received criminal referral within 1 year post disposition	34%	37%	35%	35%

Performance Measures Descriptions

Measure 2 Note: Reworded for Consistency

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,126,694	\$1,320,970	\$1,252,921	\$1,202,306
Contractual Services	\$288,343	\$66,502	\$242,507	\$44,719
Materials & Supplies	\$12,127	\$2,308	\$12,095	\$2,080
Internal Services	\$59,374	\$182,736	\$57,301	\$163,212
Total GF/non-GF	\$1,486,538	\$1,572,516	\$1,564,824	\$1,412,317
Program Total:	\$3,059,054		\$2,977,141	
Program FTE	10.08	11.92	10.46	10.54

Program Revenues				
Indirect for Dept. Admin	\$150,574	\$0	\$130,871	\$0
Intergovernmental	\$0	\$1,572,516	\$0	\$1,412,317
Total Revenue	\$150,574	\$1,572,516	\$130,871	\$1,412,317

Explanation of Revenues

County General Fund plus 1) \$279,494 - Title IV-E reimbursement funds based on FY 2016 projection of allowable activities 2) \$835,105 - Oregon Youth Authority Gang Transition Services (OYA GTS) funds. This is a 49% allocation for the first year of the 2017-2019 biennial budget 3) \$297,718 - Oregon Youth Authority Juvenile Crime Prevention (OYA JCP Female Gender). This is a 49% allocation for the first year based on the 2017-2019 Governor's biennial budget. Funding must be allocated to evidence-based programs.

Significant Program Changes

Last Year this program was: FY 2017: 50058 Juvenile Probation Services

This program offer reflects a decrease of 1.00 FTE Juvenile Counseling Assistant that transferred to another DCJ program during FY 2017 (refer # 50051-18)

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 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of outreach/contacts with suspected gang members/associates	838	1,100	900	900
Outcome	Number of gang-activity related criminal arrests	535	250	400	400

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$484,957	\$0	\$529,855
Total GF/non-GF	\$0	\$484,957	\$0	\$529,855
Program Total:	\$484,957		\$529,855	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$484,957	\$0	\$529,855
Total Revenue	\$0	\$484,957	\$0	\$529,855

Explanation of Revenues

Oregon Youth Authority Gang Transition Services (OYA GTS) funds \$529,855. This is the estimated allocation for the first year of the 2017-2019 biennial budget.

Significant Program Changes

Last Year this program was: FY 2017: 50060 Juvenile East Multnomah Gang Enforcement Team (EMGET)

Department: Community Justice **Program Contact:** Rosa Garcia

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 75 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 psycho sexual). 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of youth assessed	70	75	75	75
Outcome	Percent of youth exited with a completed discharge plan	85%	90%	85%	85%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$415,665	\$1,431,972	\$571,548	\$1,261,062
Contractual Services	\$99,765	\$73,387	\$130,488	\$77,659
Materials & Supplies	\$7,021	\$9,630	\$7,061	\$5,009
Internal Services	\$157,875	\$168,631	\$210,526	\$149,610
Total GF/non-GF	\$680,326	\$1,683,620	\$919,623	\$1,493,340
Program Total:	\$2,363,946		\$2,412,963	
Program FTE	2.51	14.49	4.02	11.98

Program Revenues				
Indirect for Dept. Admin	\$138,952	\$0	\$115,688	\$0
Intergovernmental	\$0	\$1,088,043	\$0	\$898,375
Service Charges	\$0	\$595,577	\$0	\$594,965
Total Revenue	\$138,952	\$1,683,620	\$115,688	\$1,493,340

Explanation of Revenues

County General Fund plus 1) Total funding of \$898,375 from Oregon Youth Authority Juvenile Crime Prevention program. This is a 49% allocation for the first year of the 2017-2019 biennial budget. Funding consists of \$622,135 for Diversion programs and \$276,240 for Basic programs. 2) \$280,000 - Behavioral Rehabilitation Services (BRS), a form of Medicaid. Estimate based on an anticipated average of past three years clients in program with projected minimum 6% increase of current rate of \$102.71. FY18 projected rate is \$108.87 per bed per day. 3) \$227,395 - Assumes continuation of IGA with the Department of Human Services at the same funding level as FY17 contract. 4) \$87,570 - Assumes continuation of the IGA with Clackamas County at the same funding level as FY17 contract.

Significant Program Changes

Last Year this program was: FY 2017: 50063 Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation

This program offer reflects a decrease of 1.00 FTE Office Assistant Senior that transferred to another DCJ program during FY 2017 (refer # 50051-18).

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of youth served annually	78	140	120	120
Outcome	Percent of youth who reduced usage or were not using A/D at the end of treatment	63%	70%	70%	70%
Outcome	Percent of youth who improved problem-solving, self-management, anger management and/or coping skills	80%	80%	80%	80%
Outcome	Percent of youth who made academic progress and/or improved attendance	71%	75%	75%	75%

Performance Measures Descriptions

Measure 1 Note: FY16 Actual Figure is Lower Than Expected Due to Vacancies; Recruitment Underway.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$240,280	\$649,851	\$245,894	\$551,657
Contractual Services	\$4,000	\$53,010	\$7,000	\$56,010
Materials & Supplies	\$779	\$7,999	\$450	\$1,520
Internal Services	\$19,853	\$91,856	\$22,443	\$59,470
Total GF/non-GF	\$264,912	\$802,716	\$275,787	\$668,657
Program Total:	\$1,067,628		\$944,444	
Program FTE	2.25	5.75	1.77	5.23

Program Revenues				
Indirect for Dept. Admin	\$82,764	\$0	\$53,054	\$0
Intergovernmental	\$0	\$710,028	\$0	\$561,657
Service Charges	\$65,826	\$92,688	\$80,989	\$107,000
Total Revenue	\$148,590	\$802,716	\$134,043	\$668,657

Explanation of Revenues

County General Fund plus 1) Funding of \$159,602 from Oregon Youth Authority Juvenile Crime Prevention program. This is a 49% allocation for the first year of the 2017-2019 biennial budget. 2) \$402,595 from Oregon Department of Education Youth Development Division Prevention program. This is a 50% allocation for the first year of the 2017-2019 biennial budget, assuming funding continues at the same level. 3) \$107,000 - Medicaid insurance reimbursement for FQHC eligible services from Verity, Care Oregon, and DMAP. 4) \$80,989 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 2017: 50064 Juvenile Assessment & Treatment for Youth & Families (ATYF)

This program offer reflects a decrease of 1.00 FTE Mental Health Consultant that transferred to another DCJ program during FY 2017 (refer # 50066-18).

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 Department of Community Justice (DCJ), 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. 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of African-American and Latino youth referred through Juvenile service	52	100	60	60
Outcome	Percent of African American and Latino youth who avoided new criminal referrals after entering services	56%	65%	60%	60%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$1,251,697	\$159,239	\$1,169,645	\$162,822
Total GF/non-GF	\$1,251,697	\$159,239	\$1,169,645	\$162,822
Program Total:	\$1,410,936		\$1,332,467	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$159,239	\$0	\$162,822
Total Revenue	\$0	\$159,239	\$0	\$162,822

Explanation of Revenues

County General Fund plus Oregon Youth Authority Gang Transition Services (OYA GTS) funds \$162,822. This is the allocation for the first year of the 2017-2019 biennial budget.

Significant Program Changes

Last Year this program was: FY 2017: 50065A Juvenile Culturally Specific Intervention

In FY 2018 contract funding for culturally specific CHI program is reduced \$103k.

Department: Community Justice **Program Contact:** Rosa Garcia
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. The Community Healing Initiative (CHI) Early Intervention and Diversion Program is a community based and family-focused effort designed to prevent and reduce delinquency, address root causes and augment community safety and connection. Culturally specific nonprofits provide services, supports and referrals 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 an emerging and innovative overarching best practice 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 in communities of color.

Started July 2015, the Early Intervention and Diversion Program is a countywide effort for all first-time justice involved youth with a qualifying low level offense based on the CHI model. All qualified youth are referred to community-based providers that offer care 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 caseload of youth to develop service plans tailored to meet the individual youth and family situation. School connection/re-connection assistance, counseling, youth development activities (e.g. sports, arts) and parent support/parenting classes are among the most critical areas of need. Over 300 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.

Also included in this program offer is funding to provide gang prevention and intervention services for Native American and Asian/Pacific Islander youth and their families.

Youth of color experience exclusionary school discipline, disconnection from school and a lack of educational attainment at disproportionate rates in Multnomah County. These factors, along with trauma have been cited as contributors to behavioral health challenges, delinquency and gang involvement in our community.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of youth served	450	450	400	400
Outcome	Percent of youth engaging in community-based support services	67%	65%	65%	65%

Performance Measures Descriptions

Measure 2 Note: This performance measure refers to youth served by POIC and Latino Network
 Measure 3 (number of youth receiving school advocacy services) Removed: Alignment to Core Function

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$770,491	\$0	\$687,915	\$0
Total GF/non-GF	\$770,491	\$0	\$687,915	\$0
Program Total:	\$770,491		\$687,915	
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 2017: 50065B CHI Early Intervention & Community Connection

In FY 2018 \$90k in contract funding for culturally specific gang prevention for Asian & Pacific Islander youth is restored with OTO funds. Contract funding for educational legal advocacy is eliminated.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of youth served	47	60	55	55
Outcome	Percent of youth demonstrating increased involvement in pro-social activities	85%	90%	90%	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$223,520	\$0	\$227,200	\$0
Total GF/non-GF	\$223,520	\$0	\$227,200	\$0
Program Total:	\$223,520		\$227,200	
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 2017: 50065C CHI Mentoring

Department: Community Justice **Program Contact:** Rosa Garcia
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 multi-disciplinary community connections through initiatives and collaborations with youth and family-serving systems and 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 responses and opportunities for youth in the juvenile justice system as well as those at risk of delinquency and law enforcement contact. JSD also contracts with Resolutions NW to facilitate restorative dialogues and provide restorative justice training and technical assistance.

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

LAW ENFORCEMENT LIAISONS/JCCs works with the police school resource officers (SROs) countywide helping to prevent delinquency, reduce truancy, make referrals to needed services and improve positive school outcomes. 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 case manage, make community-based program and service referrals and provide support for classroom and school success to PPS students exhibiting behaviors that place them at risk for suspension and/or expulsion.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of youth and family connections made in the community for diversion from juvenile system	586	250	575	575
Outcome	Percent of youth on probation actively engaged in school	86%	85%	85%	85%

Performance Measures Descriptions

Measures 3 (Number of youth served by Youth Villages Intercept Program) Removed: Alignment to core functions reflecting program changes

Measures 4 (Percent of youth exiting Youth Villages Intercept Program showing improved problem-solving, anger control, coping) Removed: Alignment to core functions reflecting program changes

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$717,655	\$113,372	\$742,095	\$118,664
Contractual Services	\$110,480	\$500,129	\$70,000	\$118,965
Materials & Supplies	\$11,343	\$0	\$11,343	\$0
Internal Services	\$16,125	\$17,006	\$18,352	\$17,336
Total GF/non-GF	\$855,603	\$630,507	\$841,790	\$254,965
Program Total:	\$1,486,110		\$1,096,755	
Program FTE	6.00	1.00	5.93	1.07

Program Revenues				
Indirect for Dept. Admin	\$14,012	\$0	\$14,144	\$0
Intergovernmental	\$0	\$630,507	\$0	\$254,965
Total Revenue	\$14,012	\$630,507	\$14,144	\$254,965

Explanation of Revenues

County General Fund plus 1) \$68,000 - funding from Portland Public School (PPS) for Student Success Center, contract ends 06/30/2018. 2) \$68,000 - funding from PPS for Motivating Success Through Partnership, contract ends 06/30/2018. 3) \$118,965 - Oregon Youth Authority (OYA) Flex Fund Grant. This is a 49% allocation for the first year of the 2017-2019 biennial budget

Significant Program Changes

Last Year this program was: FY 2017: 50066 Juvenile Community Interface Services

During FY 2017 1.00 FTE Mental Health Consultant transferred from another DCJ program (refer # 50064-18). In FY 2018 1.00 FTE Mental Health Consultant is cut and funding for contracted juvenile intercept program is eliminated.

Department Overview

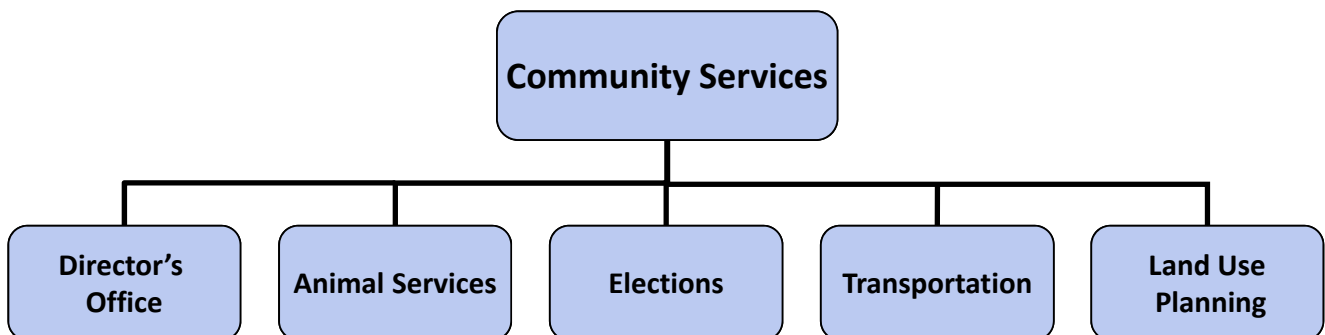
Multnomah County Department of Community Services has developed a performance and accountability strategy focusing on results. This system improves our ability to measure how we are doing, plan for the future and report on our performance across all of the services we deliver to the community. The foundation 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 2018 Department Budget aligns with this Plan.

The Department delivers a number of essential services throughout Multnomah County. The divisions include the Director’s Office, 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 FY 2018 Department of Community Services adopted budget is \$127.6 million and 213.00 FTE, a 1% increase (\$1.3 million and 2.00 FTE) from FY 2017. County General Fund comprises \$16.1 million (13%) and Other Funds \$111.5 million (87%) of the budget.

Significant changes in Other Funds include a \$6.5 million increase to the Willamette River Bridge Fund, \$4.6 million increase in the Road Fund, along with a \$9.1 million decrease in the Sellwood Bridge Replacement Fund as construction was completed in FY 2017. In addition, the \$855,000 General Fund reduction is due to one-time-only funding in FY 2017.

The department has three significant changes to revenues:

1. An increase to animal services fees to current “market rate”; they were last updated in July 2010. The department estimates an additional \$350,000 in revenue will be generated. A plan fee update will be brought to the Board of County Commissioners for consideration.
2. Passage of the State Motor Voter Legislation will result in approximately \$76,000 (\$0.15 per voter) in additional revenue in FY 2018. Funding will continue for a total of eight years.
3. The establishment of rural waste hauling fees and growth in planning permit revenue will result in an additional \$35,000 in fees for Land Use Planning. The fees will offset the loss of Oregon Department of Land Conservation and Development support (\$35,000) for land use planning in the Columbia River Gorge National Scenic Area.

General Fund changes include two new ongoing program offers: Elections Staffing – Oregon Motor Voter Revenues (91010C) \$75,064 and 1.00 FTE and Elections Voter Education & Outreach (91010B) \$110,000 (was one-time-only last year). The budget also includes four new program offers totaling \$996,883 in one-time-only funding. A list of programs funded as one-time-only can be found in the Budget Director’s Message.

Budget Trends	FY 2016	FY 2017	FY 2017	FY 2018	Difference
	Actual	Current	Adopted	Adopted	
		Estimate	Budget	Budget	
Staffing FTE	208.80	211.00	211.00	213.00	2.00
Personnel Services	\$20,865,747	\$22,547,276	\$23,519,217	\$24,703,526	\$1,184,309
Contractual Services	44,070,109	41,299,369	43,712,230	43,587,826	(124,404)
Materials & Supplies	3,969,908	4,515,972	4,780,302	4,294,275	(486,027)
Internal Services	16,650,519	12,181,142	18,924,799	18,350,750	(574,049)
Capital Outlay	<u>36,877,611</u>	<u>19,525,446</u>	<u>35,298,499</u>	<u>36,641,015</u>	<u>1,342,516</u>
Total Costs	\$122,433,894	\$100,069,205	\$126,235,047	\$127,577,392	\$1,342,345

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

Successes and Challenges

Divisions of the Department of Community Services have successfully met several significant milestones during FY 2017:

Animal Services – In late FY 2017 proposed changes to fees and fee structure will be presented to the Board of County Commissioners. Last fee update was completed in July 2010.

Animal Services – The relocation of the Field Officers to an off campus location allowed vacated shelter space to be re-purposed to improve the customer experience and improve building operations.

Animal Services continues to better protect the health and safety of animals by increasing staff positions. The addition of two new staff positions in FY 2017 greatly improved its service delivery in moving towards meeting industry best practices to enhance and enrich lives of pets at the Shelter.

Elections – In FY 2017 the division conducted a successful Presidential Election in November. The division utilized the Voter Education and Outreach Program to concentrate on the equitable provision of voter and election services to under-served communities, as a means to identify and remove barriers to participation in the voter registration and election processes.

Elections Division – Requesting to purchase an additional high speed ballot sorter for the Elections Division to complement the existing high speed ballot sorter. Having two sorters would reduce risk from mechanical failure and increase throughput during the most critical operational periods.

Land Use Planning – Completed the updated County 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.

Transportation – The Construction of the Sellwood Bridge Replacement was completed in FY 2017.

Transportation continues to look for ways to fund much needed improvements to the County's system of roads and bridges. The severe winter weather in FY 2017 caused significant damage to the County road system. Work to assess and repair the damage was funded through the Road Fund. As a result, the current level of investment in pavement maintenance is not sufficient to maintain the condition of the system, and road conditions are likely to deteriorate in FY 2018.

Diversity and Equity

We continue to diversify our workforce by looking for the best ways to reach and evaluate job candidates. Specifically, we:

- Review our workforce needs and look for opportunities to create entry level positions and/or apprentice programs,
- Review minimum qualifications to ensure they accurately represent positions and do not unnecessarily exclude potential applicants,
- Post positions to a wide range of job boards and other resources to reach as broad an applicant pool as possible, and
- Provide training for our hiring managers and interview panels to address issues such as implicit bias.

These efforts have resulted in the successful employment of both men and women in non-traditional classifications. Specifically, we have hired more men into office support and customer service positions and more women into 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 by institutionalizing equity reviews for new and current program activities and tailoring county Equity and Empowerment Lens trainings to our specific work programs. We also invite a broad spectrum of voices to guide program planning and implementation through community involvement in our public meetings, Citizen Advisory Committees, and Planning Commission. We also promote inclusion, diversity, and equity discussions at staff meetings and encourage staff participation in the various county employee resource groups.

Budget by Division

Division Name	FY 2018 General Fund	Other Funds	Total Division Cost	Total FTE
Director’s Office	\$2,303,490	\$1,921,541	\$4,225,031	27.00
Animal Services	7,209,590	2,954,573	10,164,163	58.00
Elections	4,627,480	0	4,627,480	12.00
Land Use Planning	1,801,877	60,000	1,861,877	11.00
Transportation	<u>120,327</u>	<u>113,789,131</u>	<u>113,909,458</u>	<u>105.00</u>
Total Community Services	\$16,062,764	\$118,725,245	\$134,788,009	213.00

Director's Office

This Division comprises three groups: the Director's Office, Human Resources, and Business Services.

- The Director's Office leads, manages, and oversees both mandated and non-mandated Department services, including employee safety programs, state local budget law and federal, state, county and department regulations covering compensation, disciplinary action and work schedules. It represents the Chair and Board of Commissioners in its administration of the Department of Community Services (DCS) and provides leadership, management, and executive direction to department programs and services. DCS remains focused on providing cost efficient, quality services that offer good value to County residents while providing a safe work environment for staff and the public. Assuring accessibility, equity, transparency, and accountability is deeply embedded in all of the work we do to provide health, public safety, and social justice to our communities.
- Human Resources provides direct support to division managers and to current and prospective employees, including recruitment and selection services and performance management and consultative services regarding a range of management and employee/labor relations issues.
- Business Services manages the financial and administrative functions of the department's operating programs. This unit performs essential GIS and asset management and administrative support operations for DCS programs and provides common interpretations of county policy and procedure.

Significant Changes

The DCS divisions have a shared mission to preserve harmony between natural and built environments, keep people and pets safe, and ensure every voice is heard. The department is also united by six major goal areas (boundary spanning, innovation, collaboration and partnerships, service excellence, workforce development, and operational efficiency and effectiveness) that help drive our allocation and preservation of resources and inform requests for new resources. Our updated FY 2017 Strategic Plan identified objectives, strategies, actions, and metrics to measure progress towards achieving these goals and focused the department's efforts on two goal areas: service excellence and operational efficiency and effectiveness. We will focus on two new goal areas in FY 2018.

Animal Services

Multnomah County Animal Services (MCAS) protects the health, safety, and welfare of pets and people in Multnomah County. MCAS is the only open-admission shelter in the county and provides services 365 days each year. The division is organized into four programs/work units:

- Animal Care provides humane shelter, behavioral evaluation, and enrichment for homeless animals that are injured, sick, abandoned, abused, or neglected. Animal Care also provides community information and referral, adoption and counseling, and foster care placement/coordination.
- Animal Health provides veterinary care for all animals served by MCAS, including health examinations, vaccinations, spay/neuter surgery, general surgical interventions, and micro-chipping.
- Client Services provides administrative services for MCAS, including: customer care for shelter visitors, phone customers, and e-business transactions; lost/found services and owner reunification; countywide pet licensing and facility licensing programs; and financial processing of all MCAS transactions.
- Community Services/Program Development functions as the MCAS community liaison and manages program development activities. Services include the Volunteer Program, the Action Cat Team Program's trap-neuter-release (TNR) work, community outreach events, grant writing and program development, data analysis and reporting, and communication activities including social media and the MCAS website and newsletter.

Significant Changes

Program offer 91005 includes a planned \$350,000 increase in annual fees collected by Animal Services that will be deposited into the County General Fund. After completing a market analysis of other shelters and reviewing the existing fee schedule, many opportunities were identified by program staff. A planned fee update will be brought to the Board of County Commissioners for consideration. The last Animal Services fee update was completed in July 2010.

Animal Services continues to partner with community organizations and pursue grant opportunities. In FY 2017 Animal Services Field Services was successful in receiving funds through the Homeland Security Grant Program. Field Services used these grant funds to purchase equipment to support the sheltering of animals during an emergency.

Elections

The Elections Division strives to uphold its 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. The division conducts many types of elections from Water District Commissioner to President of the United States, including votes on ballot measures and elected offices from the local to federal levels.

Conducting elections involves registering voters, maintaining the statewide voter registration and election management database, 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 workers.

Significant Changes

In January 2016, Multnomah County began implementing the state's innovative new voter registration system, Oregon Motor Voter (OMV). Under this system, any DMV customer who meets voter eligibility requirements will be automatically registered to vote unless they opt out. Through OMV alone, Multnomah County gained 45,000 new voters in 2016. In addition to OMV, population growth and interest in the presidential election pushed the total number of new registered voters to over 70,000. In total, the county served a record 515,000 registered voters in the 2016 election. To offset this additional workload, program offer 91010C will add one clerical position to the division. This position will be funded through revenue received from the state designed to offset the cost of OMV to the counties.

The Voter Education and Outreach (VEO) program offer (91010B) addresses the Department of Community Services and Elections strategic plans, which include goals to identify and remove barriers to participation in voter registration and election processes; in particular to underrepresented communities. The program has enabled Multnomah County Elections to become a state leader in providing equitable access to voting and elections resources for previously under-served citizens. The program will continue to work in identifying and removing barriers to voter participation in under-served communities through engagement, education and outreach.

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 Multnomah 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 with land use and transportation right-of-way rules. It is largely complaint driven, emphasizing hands-on work with property owners to achieve voluntary compliance.
- 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

The division experienced a number of changes in FY 2017:

- The Multnomah County Comprehensive plan was adopted, which guides future development in unincorporated areas. Plan adoption and public expectation for timely policy implementation increased demands on staffing resources.
- The public land use assistance counter was remodeled to provide a more welcoming environment, improve security, and increase the number of staff workstations.
- A \$90,000 State Homeland Security Grant provided funding for a limited duration Debris Management Planner to begin implementation of the County's Disaster Debris Management Plan and increase the County's debris management capabilities.
- Loss of \$35,000 in annual state funding to administer land use planning and compliance in the Columbia River Gorge National Scenic Area also reduced land use planning and compliance capacity.

Transportation

The Transportation Division comprises Bridges, Roads, the County Surveyor, Planning and Development, and Water Quality.

- Bridges and Roads operate the four movable downtown bridges and maintain, preserve, and improve the safety of the County's six Willamette River Bridges and approximately 275 miles of roads outside the Cities of Portland and Gresham. These programs also perform planning, engineering, and construction management for capital projects, respond to emergencies, and perform preventative maintenance tasks such as maintaining traffic signs, road striping, signals, and storm drainage systems.
- The County Surveyor maintains survey records, reviews and files surveys and land division plats, and maintains and restores land markers used in public land surveys.
- Water Quality coordinates the county-wide responses to federal and state clean water regulations in an effort to preserve local water quality.
- Planning and Development develops strategies to improve all modes of transportation in the county. This program assesses the transportation impacts of development within the county, reviews applications for the use of county right-of-way permits, prepares the Capital Improvement Plan, and secures funding for capital projects.

Significant Changes

Construction of the Sellwood Bridge Replacement was completed in FY 2017.

Road Fund revenue has been stable in FY 2017, but it has not kept up with system needs. Further, severe winter weather in FY 2017 caused significant damage to the county road system, and work to assess and repair the damage was funded through the Road Fund. As a result, the current level of investment in pavement maintenance is not sufficient to maintain the condition of the system, and road conditions are likely to deteriorate in FY 2018.

The Transportation Division has an aggressive construction schedule planned for FY 2018. The Morrison Lift Spans Rehabilitation, Broadway Rall Wheel Replacements, and east county road projects on NE Sandy Boulevard, Stark Street, Beaver Creek, and NE Arata Road are planned to be completed. Further, work will continue on the Burnside Maintenance Project, Earthquake Ready Burnside Study, NW Cornelius Pass Road Project, NE 238th Avenue Project between NE Halsey Street and NE Glisan Street, and a culvert replacement on SE Cochran Road in the City of Troutdale.

Program offer 91018B is a one-time-only request of \$400,000 to perform a comprehensive update of the Multnomah County Capital Improvement Plan (CIP). This update will provide an in-depth review of existing conditions, improvement needs, and preliminary project development and cost estimates. The update will also use updated policy documents and best practices to rank and prioritize projects.

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 2018 General Fund	Other Funds	Total Cost	FTE
Director's Office					
91000A	Director's Office	\$1,232,156	\$0	\$1,232,156	5.00
91001	Human Resources	505,187	0	505,187	4.00
91002	Business Services	566,147	1,921,541	2,487,688	18.00
Animal Services					
91004A	Animal Services Community Services & Program Development	519,763	0	519,763	4.00
91005	Animal Services Client Services	1,528,035	1,976,000	3,504,035	16.00
91006	Animal Services Field Services	1,658,185	0	1,658,185	14.00
91007A	Animal Services Animal Care	3,503,607	978,573	4,482,180	24.00
Elections					
91010A	Elections	4,092,416	0	4,092,416	10.00
91010B	Elections Voter Education & Outreach	110,000	0	110,000	1.00
91010C	Election's Staffing - Oregon Motor Voter Revenues	75,064	0	75,064	1.00
91010D	Elections Equipment - Sorter	350,000	0	350,000	0.00
Land Use Planning					
91021A	Land Use Planning	1,704,503	60,000	1,764,503	10.00
91021B	Land Use Planning Compliance	97,374	0	97,374	1.00
Transportation					
91012	County Surveyor's Office	0	4,167,000	4,167,000	10.00
91013A	Road Services	120,327	14,893,370	15,013,697	53.00
91013B	Safe Routes to School Flashers	0	100,000	100,000	0.00
91014	Levee Ready Columbia	0	146,883	146,883	1.00
91015	Bridge Services	0	10,635,433	10,635,433	41.00
91018A	Transportation Capital	0	49,150,437	49,150,437	0.00
91018B	Road Capital Improvement Plan Update	0	400,000	400,000	0.00
91024	City Supplemental Payments	0	34,296,008	34,296,008	0.00
Total Community Services		\$16,062,764	\$118,725,245	\$134,788,009	213.00

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$858,718	\$0	\$905,536	\$0
Contractual Services	\$20,000	\$0	\$30,000	\$0
Materials & Supplies	\$25,400	\$0	\$39,500	\$0
Internal Services	\$195,944	\$0	\$257,120	\$0
Total GF/non-GF	\$1,100,062	\$0	\$1,232,156	\$0
Program Total:	\$1,100,062		\$1,232,156	
Program FTE	5.00	0.00	5.00	0.00

Program Revenues				
Other / Miscellaneous	\$726,440	\$0	\$815,000	\$0
Total Revenue	\$726,440	\$0	\$815,000	\$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 2017: 91000A Director's Office

The Director's Office has no significant changes in this program offer. Changes in contractual services and material and supplies are to support Department Strategic Plan and department leadership training. The Internal Services increase associated with additional FTE approved in the current budget.

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	2017	2017	2018	2018
Personnel	\$481,360	\$0	\$505,187	\$0
Materials & Supplies	\$1,000	\$0	\$0	\$0
Total GF/non-GF	\$482,360	\$0	\$505,187	\$0
Program Total:	\$482,360		\$505,187	
Program FTE	4.00	0.00	4.00	0.00

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

Explanation of Revenues

This program is supported by County General Funds and Department indirect revenue.

Significant Program Changes

Last Year this program was: FY 2017: 91001 Human Resources

In FY 2017, \$45,450 was projected as a service reimbursement to Human Resources from Divisions supported by the program. In FY 2018, \$55,170 of salary (through Program Expenses) has been shifted to the Divisions supported by the program.

Department: Community Services **Program Contact:** Tom Hansell
Program Offer Type: Support **Program Offer Stage:** As Adopted
Related Programs: 91000-18, 91001-18
Program Characteristics:

Executive Summary

The Department of Community Services Business Services program 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 members serve as liaisons between the department and internal service providers such as Department of County Assets, County Finance and the Central Budget Office.

Program Summary

The program supports the work of the Department of Community Services 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 and function as liaison staff between the department and internal service providers such as County Finance, the Central Budget Office, 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 and sound budgetary and financial management and delivers results that are consistent with Department and County priorities.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total Dollars Spent by DCS	\$124M	\$134M	\$106M	\$135M
Outcome	Percentage of Invoices Paid on Time	75%	90%	75%	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, which measures the effectiveness of the accounts payable process to issue timely payment to our vendors.

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
 Oregon Budget Law

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$493,761	\$1,364,125	\$518,124	\$1,508,097
Contractual Services	\$5,000	\$31,000	\$5,000	\$21,000
Materials & Supplies	\$4,150	\$32,680	\$4,150	\$33,180
Internal Services	\$37,702	\$320,154	\$38,873	\$359,264
Total GF/non-GF	\$540,613	\$1,747,959	\$566,147	\$1,921,541
Program Total:	\$2,288,572		\$2,487,688	
Program FTE	4.00	15.00	4.00	14.00

Program Revenues				
Indirect for Dept. Admin	\$75,987	\$0	\$81,114	\$0
Intergovernmental	\$0	\$1,233,245	\$0	\$1,414,032
Other / Miscellaneous	\$11,000	\$202,320	\$11,000	\$181,900
Beginning Working Capital	\$0	\$237,394	\$0	\$250,609
Service Charges	\$0	\$75,000	\$0	\$75,000
Total Revenue	\$86,987	\$1,747,959	\$92,114	\$1,921,541

Explanation of Revenues

Funding for the Business Services program comes from the dedicated Transportation Funds (gas tax), 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 2017: 91002 Business Services

This program offer will decrease 1.00 FTE Financial Specialist I to adjust to changes in service delivery. The internal Service increase is associated with new costs to deploy new technology solutions (Cartegraph software) and costs associated with supporting the geographical information system (GIS).

Department: Community Services **Program Contact:** Jackie Rose
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 91005-18, 91006-18, 91007A-18
Program Characteristics:

Executive Summary

The Animal Services Community Services and Program Development program provides/manages Volunteer Services, the Action Cat Team (ACT) program (community-based trap-neuter-return services) and community outreach activities, including networking and marketing. The program also coordinates marketing and communications.

Program Summary

The Animal Services Community Services and Program Development program delivers the following services:

- The Volunteer Program provides recruitment, selection, training and supervision of 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.
- The ACT Program provides community-based 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.
- The Community Outreach program works to establish and maintain relationships/partnerships with community members and facilitates community awareness events.
- The program serves as the marketing/communications unit focusing on social media and public information activities.
- The program works directly with the Animal Services Community Advisory Committee.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total number of posts made to Facebook by MCAS staff	n/a	450	450	475
Outcome	Number of Volunteer Program hours provided to MCAS as a result of ongoing volunteer training and engagement	87,509	90,000	90,000	90,000

Performance Measures Descriptions

The number of post made to Facebook is an indicator specifically related to MCAS's strategy for social media promotions and communication with the public. Volunteer Program Hours demonstrate the level of assistance provided to MCAS by volunteers on an annual basis and is measured by a one for one hour calculation. This measure demonstrates the outcome of MCAS's volunteer training and engagement activities.

Legal / Contractual Obligation

ORS 609.010 to 609.190 pertains to Animal Control mandates, which 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, and impoundment of dogs harming livestock requirements. ORS 609.205 pertains to prohibitions against keeping wild or exotic animals. ORS 433.340 - 433.390 pertains to Rabies Control which includes: requirements to report animal bites, impoundment, quarantine and disposition requirements, inoculations against rabies requirements, records requirements, and requirement for all fees to go into the Animal Services Fund.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$504,166	\$0	\$469,926	\$0
Contractual Services	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$20,750	\$0	\$20,750	\$0
Internal Services	\$0	\$0	\$19,087	\$0
Total GF/non-GF	\$534,916	\$0	\$519,763	\$0
Program Total:	\$534,916		\$519,763	
Program FTE	5.00	0.00	4.00	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 2017: 91004 Animal Services Community Services & Program Development

1.00 FTE Program Coordinator for Foster Care was moved to the Animal Care Program Offer to improve service delivery and coordination of shelter operations. Internal Service charges in FY 2018 align costs of building and vehicle costs associated with ACT program which were previously assigned to another Animal Services program offer.

Department: Community Services **Program Contact:** Jackie Rose
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 91006-18, 91007-18
Program Characteristics:

Executive Summary

The Animal Services 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.

Program Summary

The Animal Services Client Support program delivers the following services:

- Phone services, which provide information, assistance and referral for 50,000 annual phone customers. Regular business phone lines are staffed seven days a week, providing approximately 50 hours of service each week.
- Visitor services, which 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.
- Pet licensing services, which processes 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Pet Licenses Processed	58,000	58,500	50,000	50,000
Outcome	Private Donations (dollars)	\$148,104	\$150,000	\$200,000	\$122,500

Performance Measures Descriptions

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. Fluctuations in donations are associated with the occasional bequest assigned to Animal Services.

Legal / Contractual Obligation

ORS 609.010 to 609.190 pertains to Animal Control mandates, which 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, and impoundment of dogs harming livestock requirements. ORS 609.205 pertains to prohibitions against keeping wild or exotic animals. ORS 433.340 - 433.390 pertains to Rabies Control which includes: requirements to report animal bites, impoundment, quarantine and disposition requirements, inoculations against rabies requirements, records requirements, and requirement for all fees to go into the Animal Services Fund.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,311,665	\$0	\$1,336,381	\$0
Contractual Services	\$15,000	\$0	\$15,000	\$28,000
Materials & Supplies	\$61,050	\$0	\$61,050	\$0
Internal Services	\$190,607	\$0	\$115,604	\$0
Cash Transfers	\$0	\$1,635,000	\$0	\$1,948,000
Total GF/non-GF	\$1,578,322	\$1,635,000	\$1,528,035	\$1,976,000
Program Total:	\$3,213,322		\$3,504,035	
Program FTE	16.00	0.00	16.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$1,600,000	\$0	\$1,956,000
Other / Miscellaneous	\$0	\$0	\$0	\$20,000
Financing Sources	\$1,635,000	\$0	\$1,948,000	\$0
Service Charges	\$0	\$35,000	\$0	\$0
Total Revenue	\$1,635,000	\$1,635,000	\$1,948,000	\$1,976,000

Explanation of Revenues

Estimated licenses issued: Dogs - 50,000, Cats - 30,000, and Animal Facilities - 150. Estimated Animal Adoptions: 1,670.

In the General Fund, the \$1,913,000 revenue represents the cash transfer from the Animal Services Fund to the General Fund. It includes revenue from the sources described above plus fees collected for notices of infractions.

In FY 2018, Animal Services plans to roll out new fee structure. The program has completed a market analysis of the current fee structure and is prepared to bring a Resolution to the Board of County Commissioners to update fees identified in Chapter 13 of the County Code (last fee update July 2010). We estimate a revenue increase of \$350,000 for the County General Fund.

Significant Program Changes

Last Year this program was: FY 2017: 91005 Animal Services Client Services

Client Services no significant changes in this program offer.

Department: Community Services **Program Contact:** Jackie Rose
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 91005-18, 91007-18, 91004-18
Program Characteristics:

Executive Summary

The Animal Services 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 days a week. This program serves all cities and unincorporated areas in Multnomah County.

Program Summary

The Animal Services Field Services program delivers the following services:

- Emergency public safety protection, which involves responding to calls on dangerous dog attacks that have injured people and other animals.
- Emergency animal rescue, which involves responding to and rescuing injured, sick, abused and neglected animals.
- Public health protection, which involves investigating reports of animal bites, quarantining animals for rabies and enforcing state rabies laws.
- Animal welfare protection, which involves investigating cases of animal neglect, abuse and abandonment, investigating reports of dog fighting and ensuring 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.
- Neighborhood livability promotion, which involves assisting the public in resolving neighborhood nuisances involving animals, regulating potentially dangerous dog ownership, and impounding stray animals.
- Community education, which involves promoting responsible pet ownership and enforcing city, county, and state laws involving animals.
- Managing the administrative hearings process to resolve ordinance violations.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Calls for Service	22,656	15,543	23,000	20,000
Outcome	Cruelty Investigation Response Time (days)	0.59	0.92	1.25	1.25
Output	Notices of Infractions Issued	16,408	11,994	20,000	13,500

Performance Measures Descriptions

Calls for service demonstrates service demand. The Cruelty Investigation Response Time measures the time from the initial call received to first contact by an officer. In FY 2016, Field Services responded to 22,656 calls for service: 791 bite investigations, 756 animal cruelty/welfare investigations and 1,284 dead animal service calls.

Legal / Contractual Obligation

ORS 609.010 to 609.190 pertains to Animal Control mandates, which 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, and impoundment of dogs harming livestock requirements. ORS 609.205 pertains to prohibitions against keeping wild or exotic animals. ORS 433.340 - 433.390 pertains to Rabies Control which includes: requirements to report animal bites, impoundment, quarantine and disposition requirements, inoculations against rabies requirements, records requirements, and requirement for all fees to go into the Animal Services 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	2017	2017	2018	2018
Personnel	\$1,242,573	\$0	\$1,276,195	\$0
Contractual Services	\$96,854	\$0	\$96,854	\$0
Materials & Supplies	\$62,200	\$0	\$62,200	\$0
Internal Services	\$220,975	\$0	\$222,936	\$0
Cash Transfers	\$0	\$20,000	\$0	\$0
Total GF/non-GF	\$1,622,602	\$20,000	\$1,658,185	\$0
Program Total:	\$1,642,602		\$1,658,185	
Program FTE	14.00	0.00	14.00	0.00

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

Explanation of Revenues

This program is supported by County General Funds.

Significant Program Changes

Last Year this program was: FY 2017: 91006A Animal Services Field Services

Field Services has no significant changes in this program offer.

Department: Community Services **Program Contact:** Jackie Rose
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 91004-18, 91005-18, 91006-18
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 and 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:

- Provides a clean, comfortable, safe and healthy environment to house and care for all animals that enter the shelter
- Reunites animals with their owners
- Provides Lost/Found pet services
- Provides Pet Adoption services
- Provides shelter medicine and veterinary hospital services, which include veterinary health care and treatment for all shelter animals, spay/neuter surgeries for adopted animals, and subsidized veterinary services for low income pet owners
- Provides animal behavioral assessment and training services to determine adoption suitability or transfer to partner organizations
- 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. 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.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Animal intake at the shelter	6,421	6,000	6,200	6,000
Outcome	Live Release Rate - Dogs (Calendar Year)	96.2%	95.0%	96.2%	96%
Outcome	Live Release Rate - Cats (Calendar Year)	92.5%	89.0%	92.5%	93.0%

Performance Measures Descriptions

Animal intake rate is a key predictor shelter staffing and expenditures. Live Release Rate is the percent of all animals returned to owner, adopted or transferred to placement partners. Live Release Rate is an industry benchmark calculated on the calendar year. The Previous Year Actual is for calendar year 2016. All performance measures are projected to continue on current trends.

Legal / Contractual Obligation

ORS 609.010 to 609.190 pertains to Animal Control mandates, which 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, and impoundment of dogs harming livestock requirements. ORS 609.205 pertains to prohibitions against keeping wild or exotic animals. ORS 433.340 - 433.390 pertains to Rabies Control which includes: requirements to report animal bites, impoundment, quarantine and disposition requirements, inoculations against rabies requirements, records requirements, and requirement for all fees to go into the Animal Services Fund.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$1,927,445	\$261,460	\$2,082,080	\$208,418
Contractual Services	\$139,500	\$102,700	\$119,500	\$407,955
Materials & Supplies	\$212,391	\$219,840	\$184,443	\$147,000
Internal Services	\$1,045,594	\$0	\$1,117,584	\$0
Cash Transfers	\$0	\$100,000	\$0	\$129,000
Unappropriated & Contingency	\$0	\$82,500	\$0	\$86,200
Total GF/non-GF	\$3,324,930	\$766,500	\$3,503,607	\$978,573
Program Total:	\$4,091,430		\$4,482,180	
Program FTE	22.00	1.00	23.00	1.00

Program Revenues				
Fees, Permits & Charges	\$0	\$125,000	\$0	\$154,000
Other / Miscellaneous	\$0	\$122,500	\$0	\$272,500
Financing Sources	\$100,000	\$0	\$129,000	\$0
Beginning Working Capital	\$0	\$519,000	\$0	\$552,073
Total Revenue	\$100,000	\$766,500	\$129,000	\$978,573

Explanation of Revenues

The Animal Care program continues to leverage donation funds to support efforts to increase the Live Release rate.

Revenues budgeted in this Program Offer are a combination of General Fund, private donations and grants budgeted in the Animal Control Fund (1508). The Animal Care Program is forecasted to generate an additional \$29,000 of revenue for adoptions and impound fees in FY 2018. Private donations are projected to be \$122,500 in FY 2018. Beginning Working Capital represents donation funds carried over from the previous fiscal year.

Significant Program Changes

Last Year this program was: FY 2017: 91007A Animal Services Animal Care

The program will begin a Facility Master Plan to explore the replacement or renovation of the existing shelter this year. Funding to support the Master Plan are supported through the Animal Control Capital Donation Fund (Shelter of Dreams Account/Dedicated Revenue). In FY 2018, \$280,5000 is budgeted under Contractual Services to support this effort.

Department: Community Services **Program Contact:** Tim Scott
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 91010B-18
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 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 workers for major elections.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percentage of voters using ballot tracking	New	New	New	9%
Outcome	Percent of customers who are satisfied with counter service	98%	97%	92%	95%
Efficiency	Personnel cost per 1,000 ballots cast	\$900	\$900	\$1,001	\$950

Performance Measures Descriptions

Percent of voters using ballot tracking is percent of voters using BallotTrax to track and receive messages about ballot status. Percent of customers satisfied with counter service is percent of customers indicating that service met or exceeded expectations. Personnel cost per 1,000 ballots cast for FY 2016 Actual is for the presidential primary, FY 2017 Purchased and Estimate is for the presidential general election, and the FY 2018 Offer is for the gubernatorial primary 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	2017	2017	2018	2018
Personnel	\$1,401,938	\$0	\$1,494,480	\$0
Contractual Services	\$366,143	\$0	\$402,038	\$0
Materials & Supplies	\$1,286,977	\$0	\$1,231,370	\$0
Internal Services	\$879,757	\$0	\$964,528	\$0
Total GF/non-GF	\$3,934,815	\$0	\$4,092,416	\$0
Program Total:	\$3,934,815		\$4,092,416	
Program FTE	10.00	0.00	10.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$75,000	\$0
Other / Miscellaneous	\$0	\$0	\$0	\$0
Service Charges	\$1,086,193	\$0	\$982,146	\$0
Total Revenue	\$1,086,193	\$0	\$1,057,146	\$0

Explanation of Revenues

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

Two smaller special elections are included in the FY 2018 budget at \$260,447 each. Another special election in November 2017 is in the budget at \$428,166. Budget amounts for all these special elections are calculated at 100% reimbursement. Reimbursement for the primary election in May 2018 is budgeted at 3%, or \$24,586.

Significant Program Changes

Last Year this program was: FY 2017: 91008A Elections

Department: Community Services **Program Contact:** Tim Scott
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 91010A-18
Program Characteristics:

Executive Summary

In FY 2016, Multnomah County Elections launched the Voter Education and Outreach (VEO) program. It continued this critical work in FY 2017 with one-time only funding. The program works to identify and remove barriers to voter participation in underserved communities through engagement, education and outreach. The VEO program is informed by direct outreach to underserved communities, organizational and community partnerships, and results from a voter survey, focus groups and mapping voter behavior with demographic data.

Program Summary

The Voter Education and Outreach (VEO) program addresses the Department of Community Services and Elections strategic plans, which include goals to identify and remove barriers to participation in voter registration and election processes, in particular to underrepresented communities. Through the VEO program, the Elections 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 over a year, the program has enabled Multnomah County Elections to become a state leader in providing equitable access to voting and elections resources for previously underserved citizens.

The VEO program is primarily supported by the VEO Specialist position with assistance from both Elections permanent staff and on-call, temporary staff to support outreach activities. In FY 2017, the program created a College to County mentorship opportunity for a college student from an underrepresented community and will do so again in FY 2018. The program specialist also 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 FY 2018 VEO program include: strengthen in-demand language assistance services by developing, designing, translating and distributing educational voting materials to support voting for citizens who speak a language other than English in the home; continue to build a framework to support mandated voting materials in languages other than English; host, present or table at 15 outreach events focusing on identified underrepresented communities; develop Voter Registration Drive educational workshops for community leaders and organizations; partner with organizations that serve youth to provide educational support to youth- run voter registration and education events; analyze feedback and respond to results from Spring 2016 voter survey, 2016 presidential elections data and interviews with community leaders; and 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of outreach tabling events focused on identified underrepresented communities	New	New	New	15
Outcome	Number of voter assistance interactions languages other than English for the May 2018 Election	New	New	New	75
Output	Number of media presentations, interviews, articles and press releases made in languages other than English	New	New	New	12

Performance Measures Descriptions

In the first two years of the program, a foundation was built and relationships were developed with community organizations, multilingual educational resources and tools were created and voter education workshops were given. The FY 2018 performance measures reflect that the VEO program has demonstrated value within underrepresented communities and that an expectation of equity-based voter education and services from the Elections Division has been set.

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 and local level. The work of this program helps prepare Multnomah County to meet any possible future legal requirements should the mandatory thresholds change in Oregon and as 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	2017	2017	2018	2018
Personnel	\$89,800	\$0	\$110,000	\$0
Total GF/non-GF	\$89,800	\$0	\$110,000	\$0
Program Total:	\$89,800		\$110,000	
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 2017: 91008C Elections Voter Education & Outreach

This program was funded with OTO funds in FY 2017.

Department: Community Services **Program Contact:** Tim Scott
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 91010A-18
Program Characteristics:

Executive Summary

Request to fund 1.00 FTE Office Assistant 2 position to assist with the increased voter registration work load associated with new voters gained through population growth and Oregon Motor Voter (OMV).

Program Summary

A combination of significant population growth and Oregon's innovative new voter registration system, Oregon Motor Voter (OMV), has added more than 70,000 new voters to the rolls in 2016, a 15% increase from 2015. In comparing the number of registration transactions from 2012 to 2016 there was an increase of more than 127,000 transactions, or 40% more transactions in 2016. While the electronic transfer of records from DMV associated with OMV has added efficiency to the process of registering voters from that source, the additional volume is significant. Elections has always used temporary staff to assist with voter registration activity in the months leading up to election but over the last few years has had to supplement full time staff with temporary staff every month to keep up with the additional volume.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Annual registration transactions processed	NA	NA	NA	19,500
Outcome	Number of temporary hours reduced	NA	NA	NA	1,560

Performance Measures Descriptions

It is anticipated that the 40% increase in registration transactions processed last year will continue because of OMV. This measurement is the number of registration transactions that the position will likely process. This position will significantly reduce the number of temporary hours that have been necessary to process registration transactions.

Legal / Contractual Obligation

No legal/contractual obligations associated with this program offer.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$64,564	\$0
Materials & Supplies	\$0	\$0	\$10,500	\$0
Total GF/non-GF	\$0	\$0	\$75,064	\$0
Program Total:	\$0		\$75,064	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

The Oregon Legislature wanted to make sure that OMV was not an unfunded mandate and has established a model for providing funds to counties to offset the costs of additional voters like ballots, envelopes, postage, processing and voter registration activity. In November each year, about one week after the voter registration deadline, the State Elections Division determines the number of active registered voters in each county and provides this data to the legislative fiscal office. Then, upon approval, the state pays the counties based on 15 cents per registered voter. For FY 2018 the amount should be about \$75,000 and will offset the salary and benefits of the position as well as some supplies for the position.

Significant Program Changes

Last Year this program was:

This is a new ongoing program offer.

Department: Community Services
Program Offer Type: Innovative/New Program
Related Programs: 91010A-18
Program Characteristics: One-Time-Only Request

Program Contact: Tim Scott
Program Offer Stage: As Adopted

Executive Summary

This is a one time only request to purchase an additional high speed ballot sorter for the Elections Division to complement the existing high speed ballot sorter. Having two sorters would reduce risk from mechanical failure and increase throughput during the most critical operational periods.

Program Summary

The existing high speed ballot sorter at Elections is currently the single point of entry for all ballots returned by voters. Before ballots can be removed from envelopes they must be passed through the sorter twice. The first time the ballots are run through the sorter is to scan the unique bar code on the envelope to ensure it is a valid ballot for the election and capture an image of the signature for verification. Once signature verification is completed the ballots must be run through the sorter a second time to separate challenged ballots from verified ballots and batch verified ballots. Since all other processes like ballot opening and counting depend on the ballot sorter there is significant risk of all processes stopping if the sorter fails. According to the vendor engineers, the existing sorter has many years of usable life but the risk of failure goes up as it ages.

Adding a second sorter to the process would allow all of the ballot processes to continue even if one of the sorters failed during a critical operational period. Additionally, the second sorter could be run in parallel with the first in order to increase throughput, smooth out the flow of ballots to other areas and reduce downtime in other ballot processing areas. Finally, the number of registered voters continues to grow significantly in Multnomah County through Oregon Motor Voter and steady population growth. The additional sorter will help the Elections division accommodate the additional volume of ballots.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of sorters installed	NA	NA	NA	100%
Outcome	Tested number of ballots per hour sorted	NA	NA	NA	TBD

Performance Measures Descriptions

Percent of sorters purchased, installed and tested and number of ballots per hour run through the sorting room demonstrate the successful installation of the sorter.

Legal / Contractual Obligation

No legal/contractual obligations associated with this program offer.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Capital Outlay	\$0	\$0	\$350,000	\$0
Total GF/non-GF	\$0	\$0	\$350,000	\$0
Program Total:	\$0		\$350,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

No revenue associated with this program offer. Program offer will be supported with one-time-only County General Funds.

Significant Program Changes

Last Year this program was:

This is a new one time only program offer.

Department: Community Services **Program Contact:** Jim Clayton
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 91013-18, 91015-18, 91018-18
Program Characteristics:

Executive Summary

The County Surveyor's Office provides 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) include:

- Maintenance and restoration of public land survey corner monuments under the Public Land Survey System. The maintenance and restoration of these corners are critical in ensuring the integrity of property boundaries within the county because all property descriptions within the state are either directly or indirectly tied to public land survey corners.
- Review, filing and indexing of records of survey. All surveys that 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.
- Provide 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 include:

- 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. The program provides ongoing support to Road and Bridge Engineering for various projects (other than CIP). Currently working on projects for Facilities & Property Management.
- Provide surveying expertise to the public, County and local agencies.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of public land corner visits performed	100	100	100	100
Outcome	Percentage of plats reviewed within 21 days	99.4%	95%	95%	95%
Input	Number of plats reviewed for approval	156	140	150	140
Quality	Number of affidavits of correction filed for errors on plats	2	3	2	3

Performance Measures Descriptions

The Surveyor's Office maintains approximately 2,000 public land survey corners on a 7- to 10-year cycle. The County Surveyor approves all land division plats in the county and all cities within it. Our goal is to conduct scheduled maintenance visits and complete initial review of all plats within 21 calendar days of submittal. Review 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	2017	2017	2018	2018
Personnel	\$0	\$1,170,223	\$0	\$1,224,595
Contractual Services	\$0	\$2,000	\$0	\$2,000
Materials & Supplies	\$0	\$50,600	\$0	\$53,860
Internal Services	\$0	\$342,718	\$0	\$374,704
Capital Outlay	\$0	\$60,000	\$0	\$60,000
Unappropriated & Contingency	\$0	\$2,747,459	\$0	\$2,451,841
Total GF/non-GF	\$0	\$4,373,000	\$0	\$4,167,000
Program Total:	\$4,373,000		\$4,167,000	
Program FTE	0.00	10.00	0.00	10.00

Program Revenues				
Indirect for Dept. Admin	\$64,750	\$0	\$76,939	\$0
Other / Miscellaneous	\$0	\$1,255,000	\$0	\$1,130,000
Interest	\$0	\$15,000	\$0	\$22,000
Beginning Working Capital	\$0	\$2,853,000	\$0	\$2,850,000
Service Charges	\$0	\$250,000	\$0	\$165,000
Total Revenue	\$64,750	\$4,373,000	\$76,939	\$4,167,000

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 \$6) charged when documents are recorded in the County Records. 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 116,667 documents recorded at \$6 each - \$700,000, Plats and Surveys submitted for filing/recording - estimated 625 at \$400 each = \$250,000, and Survey support for county roads, estimated \$180,000. (all under "Other/Miscellaneous" above); Plat review and approval - actual cost incurred - estimated \$165,000 ("Service Charges" above). Filing fee reduction approved in FY 2017 and executed was targeted to spend down unappropriated fund balance which is cause for the \$300,000 drop in FY 2018 budget.

Significant Program Changes

Last Year this program was: FY 2017: 91012 County Surveyor's Office

No significant changes in Survey Office.

Department: Community Services **Program Contact:** Ian Cannon
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 91012-18, 91018-18, 91015-18
Program Characteristics:

Executive Summary

The Transportation Division serves a fundamental community need by providing for the safe movement of people and goods. The division ensures that 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 Transportation Division is responsible for planning, funding, designing, constructing, maintaining, operating and preserving 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. The Road Services program offer supports four areas (Roadway Engineering, Planning and Development, Water Quality and Road Maintenance) to deliver services that 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 Transportation 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 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 flat revenues have shown that the current funding models are not sustainable. The county’s 3-cent fuel tax receipts remain flat each year as a result of 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 (such as 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Output Lane Miles maintained by County	681	681	681	681
Outcome	Pavement Condition Index (PCI)	65	66	69	67
Outcome	Average number of days to review a development proposal.	n/a	n/a	n/a	10

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 average number of days to review a submitted development review proposal is an indicator of the amount of staff effort and time required to process the applications and the effectiveness of the process to review applications for land owners/developers within code requirements.

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 requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$5,830,845	\$0	\$6,223,230
Contractual Services	\$0	\$4,523,012	\$0	\$4,005,180
Materials & Supplies	\$0	\$1,762,313	\$0	\$1,783,550
Internal Services	\$116,000	\$2,481,279	\$120,327	\$2,881,410
Total GF/non-GF	\$116,000	\$14,597,449	\$120,327	\$14,893,370
Program Total:	\$14,713,449		\$15,013,697	
Program FTE	0.00	52.00	0.00	53.00

Program Revenues				
Indirect for Dept. Admin	\$346,431	\$0	\$403,788	\$0
Fees, Permits & Charges	\$0	\$70,000	\$0	\$70,000
Intergovernmental	\$0	\$7,732,887	\$0	\$7,635,242
Taxes	\$0	\$50,000	\$0	\$50,000
Other / Miscellaneous	\$0	\$136,500	\$0	\$81,500
Financing Sources	\$0	\$3,950,512	\$0	\$3,100,000
Interest	\$0	\$65,000	\$0	\$110,000
Beginning Working Capital	\$0	\$2,547,550	\$0	\$3,794,128
Service Charges	\$0	\$45,000	\$0	\$52,500
Total Revenue	\$346,431	\$14,597,449	\$403,788	\$14,893,370

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 2017: 91013A Road Services

FY 2017: 91013A Road Services. An additional FTE position is proposed for an Engineer 1 to support capital project delivery, and development review and issuance of permits.

Department: Community Services **Program Contact:** Joanna Valencia
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted
Related Programs: 91018-18
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 primarily at intersections. Pedestrians tend to cross at points other than intersections due to the long distances between those intersections. Installation of mid-block crossings and Americans with Disabilities Act (ADA) ramps can improve pedestrian safety, especially near high-use corridors like schools.

Program Summary

This program funds the installation of Rectangular Rapid Flashing Beacons (RRFBs) and makes ADA (Americans with Disabilities Act) improvements 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. ADA ramp improvements ensure mobility access for all and comply with Federal and State requirements.

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. RRFBs will be installed inside the Reynolds School District boundaries and the two locations are still under review as the prioritization process has not been completed.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Rapid Flashing Beacons Installed	N/A	2	2	2
Outcome	Percent increase in students walking or biking to school in upgraded areas	N/A	100%	100%	100%

Performance Measures Descriptions

Installation of the RRFBs will impart a safer crossing condition at the locations identified. Both installations will occur inside the Reynolds School District boundaries. To test the effectiveness of the installation, pre and post installation surveys to collect data on the number of students walking or biking to school will be conducted with schools in the affected area.

Legal / Contractual Obligation

Installation of improvements requires compliance with ADA (Americans with Disabilities Act).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Materials & Supplies	\$100,000	\$0	\$0	\$100,000
Capital Outlay	\$0	\$0	\$0	\$0
Total GF/non-GF	\$100,000	\$0	\$0	\$100,000
Program Total:	\$100,000		\$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 video lottery funds.

Significant Program Changes

Last Year this program was: FY 2017: 91013B Safe Routes to School Flashers

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 program 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. The FY 2018 budget continues to support a staff position who assists the Sauvie Island Drainage Improvement Company and the Levee Ready Columbia partnership to ensure that the region addresses federal requirements for levee accreditation.

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 as well as noncompliance with the US Army Corps of Engineers Rehabilitation and Inspection Program. The project is a multi-year effort entering its third year. Future work will include continued levee engineering analysis, implementation of improvements, and completion of certification and accreditation processes.

A focus of the county's role in this project is to support evaluation of the levees and remediation of deficiencies in the Sauvie Island Drainage Improvement Company area of responsibility. Additionally, this project supports the work of the Oregon Solutions partnership in ensuring that the region address federal requirements for all levees in the county. The county acts as the fiscal agent in administering state grants and loans for the regional partnership. The county also provides staff support to be an active participant in partnership meetings and to support the project management, technical review, and public outreach efforts.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Participation in levee accreditation process	n/a	100%	100%	100%
Outcome	Certification evaluation completed for Sauvie Island Levee according to contract and loan agreements.	N/A	1	1	1

Performance Measures Descriptions

Success measured by participation in all project-related activities and a final deliverable of completion of the levee evaluation for Sauvie Island.

Legal / Contractual Obligation

As a regional partner, Multnomah County has served as convener for Oregon Solutions Levee Ready Columbia. 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	2017	2017	2018	2018
Personnel	\$0	\$100,000	\$0	\$126,883
Contractual Services	\$0	\$350,000	\$0	\$3,500
Materials & Supplies	\$0	\$0	\$0	\$5,500
Internal Services	\$0	\$0	\$0	\$11,000
Total GF/non-GF	\$0	\$450,000	\$0	\$146,883
Program Total:	\$450,000		\$146,883	
Program FTE	0.00	0.00	0.00	1.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$146,883
Total Revenue	\$0	\$0	\$0	\$146,883

Explanation of Revenues

Program will be funded from the Video Lottery Funds in the projected amount of \$146,883.

Significant Program Changes

Last Year this program was: FY 2017: 91023 Levee Ready Columbia

The significant change in this program is completion of county financial support to the Sauvie Island Drainage Improvement Company (SIDIC) and the Cities of Troutdale and Fairview towards the levee accreditations. In FY 2018, the program will shift personnel budget to from a limited duration to a regular position 1.00 FTE. The FTE change has no cost impact to program but does align budget to support necessary position and meet county personnel rules on use of Limited Duration positions.

Department: Community Services **Program Contact:** Jon Henrichsen
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 91012-18, 91013-18, 91018-18
Program Characteristics:

Executive Summary

Within the Transportation Division, the Bridge Services program operates and preserves the county's long-term investment in its six Willamette River Bridges. The program also offers technical and maintenance 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 comprises Engineering, Maintenance and Operations.

Program Summary

Bridge Engineering comprises 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. In FY 2018, construction will be complete on the Morrison Bridge Deck Replacement project. The Burnside Maintenance project, which will extend the life of the Burnside Bridge for 15-20 years, will also move into construction during FY 2018. We will also continue the 2-year Earthquake Ready Burnside Bridge 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.

Maintenance comprises staff who perform the preventative maintenance and smaller scale upgrades/enhancements on the bridges. They 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: bridge repairs resulting from vehicle accidents, 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 Maintenance and Bridge Operations work closely with Bridge Engineering on a wide variety of projects and issues.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Preventative Maintenance tasks completed	1,800	1,750	1,800	1,750
Outcome	Percent of bridge openings with minimal delay to river traffic.	99%	99%	99%	99%

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. The goal is 99%.

Legal / Contractual Obligation

Multnomah County is required to maintain and operate its drawbridges in accordance with the River and Harbor Act of 1894, federal regulations (USC 117.750), U.S. Coast Guard regulations (CFR Title 33), State Law (ORS 382.305), 1984 IGA with the City of Portland as amended in 1989, and HB 2041 Section 3a.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$4,684,349	\$0	\$5,245,375
Contractual Services	\$0	\$900,000	\$0	\$682,551
Materials & Supplies	\$0	\$499,000	\$0	\$506,150
Internal Services	\$0	\$1,462,570	\$0	\$1,480,781
Capital Outlay	\$0	\$560,013	\$0	\$125,000
Cash Transfers	\$0	\$51,551	\$0	\$51,551
Unappropriated & Contingency	\$0	\$4,005,718	\$0	\$2,544,025
Total GF/non-GF	\$0	\$12,163,201	\$0	\$10,635,433
Program Total:	\$12,163,201		\$10,635,433	
Program FTE	0.00	41.00	0.00	41.00

Program Revenues				
Indirect for Dept. Admin	\$239,272	\$0	\$253,159	\$0
Intergovernmental	\$0	\$7,144,738	\$0	\$6,016,179
Other / Miscellaneous	\$0	\$1,374,458	\$0	\$150,000
Financing Sources	\$0	\$0	\$0	\$0
Beginning Working Capital	\$0	\$3,644,005	\$0	\$4,469,254
Total Revenue	\$239,272	\$12,163,201	\$253,159	\$10,635,433

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 program budget drops approximately \$1.5 Million as this dedicated revenue draws down the unappropriated fund balance to support current bridge capital projects schedule in FY 2018 (see Program Offer 91018-18 - Transportation Capital).

Significant Program Changes

Last Year this program was: FY 2017: 91015A Bridge Services

The Bridge Services program supplied the majority of the county labor for the Sellwood Bridge Replacement. With the project substantially complete, labor needs and associated revenue to the program are minimal.

Department: Community Services **Program Contact:** Joanna Valencia
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 91013-18 , 91015-18
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 (CIP) 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 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 relies upon Bridge Engineering and Roadway Engineering programs to provide county labor and to plan and oversee the design and construction associated with capital projects. Projects are identified, prioritized and scheduled in the 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 requires continual maintenance.

Recent CIP updates include equity and health criteria for rating and ranking roadway, bike, pedestrian, culvert and bridge projects. The major bridge transportation capital projects included are the Morrison Bridge deck repair and paint, Broadway Rail Wheels and Burnside Bridge maintenance. 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 and Troutdale Road. West County projects include safety improvements on Cornelius Pass Road. Also included are fish passage and culvert projects on Beaver Creek at Stark Street and Cochran Road, and Dairy Creek at Reeder Road.

Construction of the Sellwood Bridge Replacement was substantially completed in FY 2017.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Dollar value of capital improvements	\$59,888,672	\$50,923,781	\$37,053,076	49,232,937
Outcome	Percent of project costs covered by grants	n/a	n/a	n/a	80%

Performance Measures Descriptions

Dollar value of capital improvements includes all county funds spent, regardless of source. The percentage of project costs covered grants looks at total cost of the project and percentage of funds that is covered by grants. This reflects the leveraging of county funds for grant dollars to build capital projects.

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	2017	2017	2018	2018
Personnel	\$0	\$83,538	\$0	\$0
Contractual Services	\$0	\$4,666,145	\$0	\$2,981,440
Materials & Supplies	\$0	\$154,251	\$0	\$0
Internal Services	\$0	\$11,341,361	\$0	\$10,062,982
Capital Outlay	\$0	\$34,678,486	\$0	\$36,106,015
Total GF/non-GF	\$0	\$50,923,781	\$0	\$49,150,437
Program Total:	\$50,923,781		\$49,150,437	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$11,481,537	\$0	\$12,000,000
Intergovernmental	\$0	\$21,405,046	\$0	\$18,528,325
Financing Sources	\$0	\$0	\$0	\$250,000
Interest	\$0	\$1,800	\$0	\$1,500
Beginning Working Capital	\$0	\$18,035,398	\$0	\$18,370,612
Total Revenue	\$0	\$50,923,781	\$0	\$49,150,437

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 (such as state gas tax, vehicle registration fees, and 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 2017: 91018 Transportation Capital

This program offer now captures the anticipated costs for the Sellwood Bridge Project for FY 2018. Previous Fiscal Years had identified a separate program offer for the Sellwood Bridge Project.

Department: Community Services **Program Contact:** Joanna Valencia
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted
Related Programs: 91018-18
Program Characteristics: One-Time-Only Request

Executive Summary

The Road Capital Improvement Plan (RCIP) identifies and prioritizes the county's transportation system needs. The last major RCIP update was completed in 2002. Currently, 240 miles of roads under county jurisdiction are not covered by the RCIP. The proposed update will result in a complete look at the county's transportation network needs to address safety, multimodal access, fish passage, storm water, pavement condition and slide hazards. This process will include public outreach and incorporate county values around equity, sustainability, climate action and health into project prioritization.

Program Summary

This program offer is for a comprehensive update of the Multnomah County Road Capital Improvement Plan (RCIP). This update will provide an in-depth review of existing conditions, improvement needs, and preliminary project development and cost estimates. The update will also use updated policy documents and best practices to rank and prioritize projects.

The RCIP is the key document that identifies and prioritizes the needs of the county's transportation system. The Plan component includes projects that will improve safety and operations of all traffic modes (motor vehicle, transit, pedestrian and bicycle), to provide adequate drainage network to storm water and to improve county's fish passage culvert needs. In addition to projects, the RCIP contains project prioritization policies that guide the county's transportation capital funding strategies for federal, state and local funds.

The last major RCIP update was completed in 2002. Currently only 34 miles of the 274 miles of road under Multnomah County jurisdiction are included in the RCIP (approximately 12%). That leaves 240 miles of roads not covered by the RCIP. The County does not currently have complete information on the condition, needs, deficiencies, and liabilities related to the County road system. The RCIP builds on the recent adoption of the county's Transportation System Plan (TSP) and Comprehensive Land Use Plan in 2016 and updates a key implementation document for the policies established in the TSP.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of public workshops and stakeholder interviews completed.	n/a	n/a	n/a	5
Outcome	Percent of assets evaluated in Phase 1 of evaluations for FY18.	n/a	n/a	n/a	60%

Performance Measures Descriptions

The number of public workshops and stakeholder interviews ensures that external input is received to inform the RCIP. The percent of assets evaluated reflects the progress of the RCIP process as the road needs are inventoried and evaluated.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$0	\$400,000
Total GF/non-GF	\$0	\$0	\$0	\$400,000
Program Total:	\$0		\$400,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Video lottery funds will support this program offer for two fiscal years. In FY 2018 \$400,000 will support the plan update and \$200,000 needed in FY 2019.

Significant Program Changes

Last Year this program was:

The total cost of this project is \$1.2 Million and will span FY 2018 and FY 2019 to complete. The Road Fund will pay half of the estimated cost of the plan. Road Fund contribution of \$600,000 is budgeted in the Road Services Program Offer (91013A-18).

Department: Community Services **Program Contact:** Mike Cerbone
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 91021B-18
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. Last year the county updated the Comprehensive Plan and is currently in the process of consolidating the Zoning Code. Long range planning staff will now 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 to achieve the goals of the rural areas.

The current Planning program 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of land use/compliance inquiries	5,386	8,000	6,000	6,000
Outcome	% of compliance cases resolved voluntarily	96%	99%	95%	90%
Output	Number of land use/compliance actions taken	473	400	430	375
Efficiency	% of land use decisions made in 120 days	56%	70%	75%	75%

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	2017	2017	2018	2018
Personnel	\$1,298,251	\$0	\$1,247,081	\$60,000
Contractual Services	\$46,800	\$41,037	\$81,800	\$0
Materials & Supplies	\$47,200	\$0	\$51,072	\$0
Internal Services	\$290,138	\$0	\$324,550	\$0
Total GF/non-GF	\$1,682,389	\$41,037	\$1,704,503	\$60,000
Program Total:	\$1,723,426		\$1,764,503	
Program FTE	11.00	0.00	10.00	0.00

Program Revenues				
Fees, Permits & Charges	\$140,000	\$6,037	\$170,000	\$0
Intergovernmental	\$0	\$35,000	\$13,100	\$60,000
Taxes	\$0	\$0	\$6,000	\$0
Total Revenue	\$140,000	\$41,037	\$189,100	\$60,000

Explanation of Revenues

Fees are set and collected for land use permits. We estimate \$170,000 in revenues from land use permits and waste franchise fees in FY 2018. Metro provides additional support of \$13,100 to assist with administration of the rural waste hauler program. LUP 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 \$6,000 in FY 2018. LUP includes \$60,000 carryover for State Emergency Services Grant for County debris management planning. LUP has historically received \$35,000 from the Oregon Department of Land Conservation and Development in the form of a grant to assist with the management of the Columbia River Gorge National Scenic Area. The current budget at the State of Oregon discontinues this grant program for the 2018 fiscal year. The loss of funding from the state does not remove the need to continue to administer the land use planning program within the National Scenic Area.

Significant Program Changes

Last Year this program was: FY 2017: 91021A Land Use Planning

Program reduces a 1.00 Code Compliance Specialist who is dedicated to resolving code compliance problems, improving customer satisfaction through faster response times towards resolving compliance violations and conducting inspections to ensure conditions of approval are met. Program FTE drops from 11.00 FTE in FY 2017 to 10.00 FTE in FY 2018 as result if proposed staff reduction to meet budget constraints.

Department: Community Services **Program Contact:** Mike Cerbone
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

This program offer seeks to continue an existing position within the compliance section of the Land Use Planning Division. The offer would maintain the current service levels of the compliance section. Without this Program Offer the compliance program will be less timely in their response to new complaints raised to the county. This position will also allow the compliance section to continue to make progress resolving the historic backlog of complaints.

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 allow the compliance section to continue to be responsive to new complaints while also providing the resources to continue to address the backlog of historic complaints. This additional FTE directly addresses these concerns by ensuring there are adequate resources to respond to compliance complaints in a reasonable timeframe.

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. By maintaining 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 historic compliance cases that have yet to be addressed.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of compliance inquiries	73	55	38	50
Outcome	Number of compliance actions taken	59	55	60	60
Quality	Percent of compliance cases resolved voluntarily	96%	100%	100%	100%

Performance Measures Descriptions

The output measure is the total amount on inquiries to the compliance program. The outcome measure is the total number of complaints resolved (cases closed). The quality measure is the percent of cases resolved through voluntary compliance.

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	2017	2017	2018	2018
Personnel	\$0	\$0	\$97,374	\$0
Total GF/non-GF	\$0	\$0	\$97,374	\$0
Program Total:	\$0		\$97,374	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

This program will be supported with County General Fund.

Significant Program Changes

Last Year this program was: FY 2017: 91021B 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 2018 Payments:

- City of Fairview \$13,400
- City of Troutdale \$16,500
- City of Gresham \$3,990,633
- City of Portland \$30,275,475

Between 1984 and 2016 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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

County road funds are transferred to the cities, where they are commingled into the cities' transportation operating budgets. The cities are not required to report how county funds are used. The cities' 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	2017	2017	2018	2018
Contractual Services	\$0	\$32,197,539	\$0	\$34,296,008
Total GF/non-GF	\$0	\$32,197,539	\$0	\$34,296,008
Program Total:	\$32,197,539		\$34,296,008	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$25,197,539	\$0	\$27,296,008
Taxes	\$0	\$7,000,000	\$0	\$7,000,000
Total Revenue	\$0	\$32,197,539	\$0	\$34,296,008

Explanation of Revenues

Monies transferred to the cities originate from State Highway Money and County Gas Tax received by Multnomah County. \$2.1 Million increase is due to additional revenues county receives from the State Highway Fund and is transferred through a pass-through payment to the cities.

Significant Program Changes

Last Year this program was: FY 2017: 91022 City Supplemental Payments

Department Overview

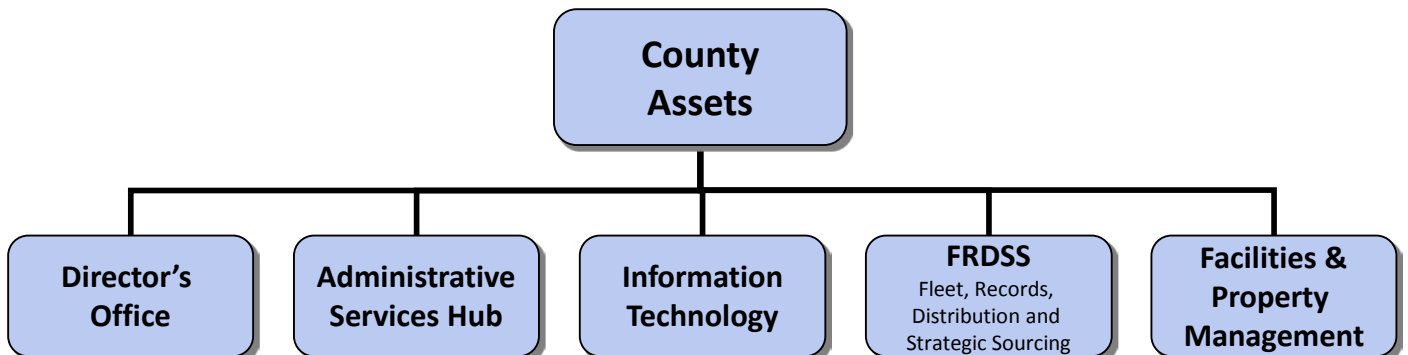
The Department of County Assets (DCA) plans for, acquires, maintains and manages County assets. DCA coordinates the use of the tools and infrastructure that County employees and programs need to provide critical community services efficiently and effectively.

Divisions in the department include:

- Facilities and Property Management (FPM) manages capital improvements to over 3.6 million gross square feet of leased and owned space in over 130 locations.
- Information Technology provides telecommunication, network, and hardware support, manages over 8,500 PCs, laptops, and tablets, 8,200 phone numbers, 123 network circuits, 529 virtual servers and ~285 business applications.
- Fleet, Motor Pool, Records, Distribution, and Strategic Sourcing acquires, maintains and manages fleet and motor pool vehicles, maintains and archives County records, provides pickup and delivery of mail and other items, and initiates and manages the County’s strategic sourcing initiatives.
- 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, client-focused infrastructure and business services.



Budget Overview

The FY 2018 budget for the Department of County Assets (DCA) is \$535.37 million. It consists of: \$7.26 million in the General Fund, \$115.79 million in Internal Service funds and \$412.32 million in Capital funds. Internal Service funds are primarily facilities, information technology and fleet related and funded by charges to all departments.

The budget increases by \$205.01 million from the FY 2017 Adopted budget. The increases include \$143.06 million in the Downtown Courthouse and \$13.2 million in the Health Headquarters Capital funds. Two new funds are added, \$41.3 million in the ERP Project Fund for the County’s new ERP system, and \$6.8 million in Fleet Asset Replacement Fund. These funds include expenditures that are expected to be incurred beyond FY 2018.

Changes in contractual services are primarily from the Downtown Courthouse (\$147.03 million), the ERP Project (\$37.11 million) and the Health Headquarters (\$13.44 million) funds. Changes in Capital Outlay are primarily from the Asset Preservation Fund which moved approximately \$11.37 million to Contractual Services.

The programs listed below are receiving a total of \$29,319,155 of General Fund one-time-only funding:

- Downtown Courthouse (78212) \$18,000,000
- Health Headquarters (78214) \$7,000,000
- MCDC Detention Electronics (78221) \$3,819,155
- Multnomah Building Seismic Study (78222) \$100,000
- Yeon-Vance Site Assessment (78224) \$100,000
- Crimes Replacement (78319) \$300,000

Budget Trends	FY 2016	FY 2017	FY 2017	FY 2018	Difference
	<u>Actual</u>	<u>Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
Staffing FTE	329.45	343.65	343.65	346.65	3.00
Personnel Services	\$41,724,894	\$44,731,009	\$49,073,776	\$51,162,535	\$2,088,759
Contractual Services	28,247,953	74,932,522	196,398,616	409,403,507	213,004,891
Materials & Supplies	33,868,929	32,767,552	38,965,565	41,763,905	2,798,340
Internal Services	7,931,054	8,340,743	16,540,156	22,541,375	6,001,219
Debt Service	105	293,975	0	301,362	301,362
Capital Outlay	<u>9,243,924</u>	<u>17,565,130</u>	<u>29,379,724</u>	<u>10,196,857</u>	<u>(19,182,867)</u>
Total Costs	\$121,016,858	\$178,630,931	\$330,357,837	\$535,369,541	\$205,011,704

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

Successes and Challenges

A number of strategic projects were initiated and/or completed in FY 2017:

- Design review approval and initial permit submission for the construction of the new Central Courthouse and the new Health Department Headquarters.
- Acquisition of two property investments, one for the development of an East campus for DCJ, and one adjacent to the Troutdale Police Command Center.
- Continued work on the FPM Asset Strategic Plan including the development of a Surplus and Disposition Plan to maximize the value of the County's real estate assets.
- Completion of above ground tanks at the Yeon location, expanding the County's fueling capacity outside the downtown area.
- Implementation of the Virtual Private Network (VPN) platform, increasing the County's capacity for use in an emergency or disaster situation.
- Implementation of tools and continued proactive planning for the Cyber Security program.

Several other important projects are in process:

- Contract signing and kick-off of the ERP implementation project pre-planning phase.
- Perform due diligence for The Banfield Pet Hospital as a potential County campus location.
- Continue to implement tools to support Health Care Transformation including EDIE and Pre-Manage for improved care coordination.
- Continue to roll out of the County's Electronic Records Management system providing improved record retrieval and archiving capabilities.

In all of our 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 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. We are focused on responding to feedback from the current countywide Employee Survey, not just to improve our scores but to improve our workplace.

Diversity and Equity

In FY 2016, the Department of County Assets made a significant investment in equity, diversity, and inclusion by re-directing existing resources to fund a senior management position to focus on equity and inclusion, our Equity and Inclusion Manager. This position is a active leader of our Senior Management Team and ensures that there is space on every agenda to expand our equity and inclusion learning. Equity and inclusion are also explicitly addressed in the DCA mission, vision, values tagline and our FY 2018 goals.

Our Senior Management team leads DCA programs for equity and inclusion. We believe our ability to model these efforts is key to our staff’s participation and an overall culture change. In FY 2016, we completed a senior manager equity assessment, added structured learning at senior management meetings, and developed a business case to further inform our program. In FY 2016, our Equity and Sustainability Advisory Team (E-SAT) developed an organizational assessment tool to measure where we are, guide our planning, and identify where support is needed department-wide. This tool has been piloted with a number of teams and the roll out will continue in FY 2018.

The DCA Equity and Inclusion Manager is a resource to our entire manager and employee base, as well as other departments including DCM, DCJ, ODE, LPSCC, the Library, and MCHD. In response to current events, the Manager coordinated with ODE and the County’s employee resource group (ERG) to host the first ERG/ Department Open House. This provided support to our ERGs at a vulnerable time and provided DCA employees the opportunity to learn more about ERGs. We also continue to consider the environment, equity and economy in our Strategic Sourcing planning and are evaluating how the purchase of energy credits through local programs can help us reach our CO2 reduction goals.

Budget by Division

Division Name	FY 2018 General Fund	Other Funds	Total Division Cost	Total FTE
DCA Director's Office	\$593,999	\$0	\$593,999	2.00
Administrative Hub Services	6,175,714	0	6,175,714	42.40
Facilities & Property Management	0	412,228,780	412,228,780	108.75
Information Technology	0	101,252,382	101,252,382	165.15
Fleet Records Distribution & Strategic Sourcing	<u>487,632</u>	<u>15,946,820</u>	<u>16,434,452</u>	<u>28.35</u>
Total County Assets	\$7,257,345	\$529,427,982	\$536,685,327	346.65

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, motor pool, 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 2018. The IT Division will focus on implementation of Workday, the County's new Enterprise Resource Planning (ERP) System, implementing the County's new Assessment and Taxation System, and assisting the District Attorney's Office in the replacement of their CRIMES System. FPM will initiate the construction of the Central Courthouse and the Health Department Headquarters, as well as the build out of DCJ East facility. Fleet and Motor Pool will continue to partner with CityFleet for fleet maintenance of downtown vehicles, utilize a commercial rideshare program for our downtown motor pool, and open a new fueling station at the Yeon Complex. Additionally, the Strategic Sourcing team will create at least six sourcing plans, Records Administration will continue the countywide roll out of the new electronic records management system, and Distribution Services will continue to streamline processes using their new outgoing mail sorting equipment.

Significant Changes

There are no significant changes in the Director's Office.

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 375 employees in the Department of County Management and the non-departmental agencies and offices.

Functional areas supported include:

- Human Resources and Administration - provides services that include strategic planning, job recruitment and outreach, investigations, performance management, HR transaction processing, supplies ordering and timekeeping.
- Procurement and Contracting - provides 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 - provides 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 - provides accounts payable and accounts receivable transaction processing, grant accounting and travel and training arrangements.

Significant Changes

The Administrative Services Hub continues to develop and implement business process improvements. Budget and Planning continue to implement the Kaizen Blitz LEAN improvements for the Internal Services Rates process. LEAN process analysis lays a strong foundation with room for further efficiencies in the budgeting process.

Within the current 2 percent constraint, Budget and Planning Division is requesting the addition of 1.00 FTE for a Budget Analyst Senior. This position will model and analyze the current Internal Services Rates and Capital Projects.

Facilities and Property Management

The Facilities and Property Management Division (FPM) manages an inventory of nearly 3.6 million square feet of owned and leased space in 134 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 service to the public.

While buildings are FPM's business, people are its purpose. In addition to serving clients' specific needs, FPM has a broader vision of building thriving communities and promoting stewardship of the taxpayers' 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 equality is demonstrated by its use of MWESB and QRF firms for contracted services.

In FY 2018, FPM will continue to implement priorities established in the Facilities Asset Strategic Plan. Particular effort will be made towards the disposition of soon to be replaced and low performing buildings through the initiation of the Surplus and Disposition Plan. This is a critical next step to aligning near and long-term investment strategies with future County service delivery goals.

Significant Changes

During FY 2017, new properties were added to the County's portfolio, including two homeless shelters, Jefferson Station and DCJ's East Campus and land adjacent to the Troutdale Police Command Center. In addition, the Hansen facility has been converted to a temporary homeless shelter. The FY 2018 Facilities services have been increased in order to operate, maintain and plan for the future capital needs of these new sites. Services have been significantly expanded to meet the needs of 24-7 residential shelters.

Also in FY 2018, all costs for administering the County's Capital Improvement (CIP) Fund 2507 and Asset Preservation (AP) Fund 2509 have been removed from the Facilities Operations Fund 3505 and equally split between the CIP and AP Funds. Meanwhile, the cost for refreshing interior finishes such as paint and flooring have been transferred from these Capital Funds to the Operations Fund. Both these changes were made to better align costs with perspective programs.

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 2018 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 8,500 PCs, laptops, and mobile devices, about 8,200 phone numbers, over 500 virtual servers and 30 physical servers, 123 network circuits and approximately 280 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

Debt repayment associated with the Network Convergence and East County Data Center projects was completed in FY 2017.

In FY 2017, the Enterprise Resource Planning (ERP) funding in IT Innovation & Investment Projects (78301A-17) included calculating the estimated total cost of ownership for the procurement of the selected ERP applications and the implementation costs for the selected Systems Integrator. In FY 2018, debt repayment of \$41.3 million associated with the ERP program, funded through internal service charges to the County's Departments, will begin and continue for an estimated length of seven years.

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, as well as heavy equipment.
- 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.
- 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

In FY 2018, a new Fleet Asset Replacement Fund 3502 totaling \$6.8 million is established to separately account for Fleet Asset Replacement funds, formerly in Fleet Services Fund 3501. See Fleet Vehicle Replacement (78401).

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 2018 General Fund	Other Funds	Total Cost	FTE
DCA Director's Office					
78000	DCA Director's Office	\$593,999	\$0	\$593,999	2.00
Administrative Hub Services					
78100	Administrative Hub Budget & Planning	1,038,586	0	1,038,586	7.00
78101	Administrative Hub Procurement & Contracting	2,534,557	0	2,534,557	17.40
78102	Administrative Hub Finance	1,022,181	0	1,022,181	8.00
78103	Administrative Hub Human Resources	1,580,390	0	1,580,390	10.00
Facilities & Property Management					
78200	Facilities Director's Office	0	4,304,883	4,304,883	12.45
78201	Facilities Debt Service and Capital Fee Pass Through	0	5,149,276	5,149,276	0.00
78202	Facilities Operations and Maintenance	0	13,203,051	13,203,051	69.50
78203	Facilities Client Services	0	8,254,149	8,254,149	7.30
78204	Facilities Capital Operation Costs	0	1,612,000	1,612,000	10.50
78205	Facilities Capital Improvement Program	0	11,722,900	11,722,900	0.00
78206	Facilities Capital Asset Preservation Program	0	15,045,201	15,045,201	0.00
78208	Facilities Utilities Pass Through	0	5,875,000	5,875,000	0.00
78209	Facilities Lease Management	0	6,795,566	6,795,566	2.00
78210	Facilities Strategic Planning and Projects	0	1,570,883	1,570,883	7.00
78212	Facilities Downtown Courthouse	0	241,661,409	241,661,409	0.00
78213	Library Construction Fund	0	3,729,318	3,729,318	0.00
78214	Health Headquarters Construction	0	78,650,134	78,650,134	0.00
78218	Hansen Building Replacement	0	3,364,422	3,364,422	0.00
78220	DCJ Mid County Facility	0	7,271,433	7,271,433	0.00
78221	MCDC Detention Electronics	0	3,819,155	3,819,155	0.00
78222	Multnomah Building Seismic Study	0	100,000	100,000	0.00
78224	Yeon-Vance Site Assessment	0	100,000	100,000	0.00

County Assets

fy2018 adopted budget

Prog. #	Program Name	FY 2018 General Fund	Other Funds	Total Cost	FTE
Information Technology					
78301	IT Innovation & Investment Projects	0	1,998,696	1,998,696	0.00
78302	IT Planning, Projects & Portfolio Management	0	2,152,087	2,152,087	11.00
78303	IT Help Desk Services	0	971,343	971,343	7.40
78304	IT Telecommunications Services	0	2,505,121	2,505,121	5.00
78305	IT Mobile Device Expense Management	0	1,191,729	1,191,729	1.00
78306	IT Network Services	0	4,942,649	4,942,649	12.00
78307	IT Desktop Services	0	2,470,109	2,470,109	17.00
78308	IT Asset Replacement	0	4,522,828	4,522,828	0.00
78309	IT Health and Human Services Application Services	0	4,822,663	4,822,663	21.00
78310	IT Public Safety Application Services	0	3,072,328	3,072,328	18.00
78311	IT General Government Application Services	0	1,558,354	1,558,354	6.00
78312	IT Data & Reporting Services	0	3,249,366	3,249,366	15.60
78313	IT SAP Application Services	0	1,855,709	1,855,709	8.00
78314	IT Enterprise and Web Application Services	0	3,595,111	3,595,111	13.40
78315	IT Library Application Services	0	505,981	505,981	2.00
78316	IT Shared Operating Expenses	0	13,142,901	13,142,901	3.00
78317	IT Data Center & Technical Services	0	5,246,661	5,246,661	24.75
78318	IT Cyber Security	0	791,669	791,669	0.00
78319	CRIMES Replacement	0	1,357,077	1,357,077	0.00
78320	IT ERP Program	0	41,300,000	41,300,000	0.00
Fleet, Records, Distribution and Strategic Sourcing					
78400	Fleet Services	0	4,842,749	4,842,749	10.90
78401	Fleet Vehicle Replacement	0	6,800,494	6,800,494	0.00
78402	Motor Pool	0	778,969	778,969	2.25
78403	Distribution Services	0	2,071,164	2,071,164	6.60
78404	Records Management	0	1,453,444	1,453,444	5.20
78405	Countywide Strategic Sourcing	<u>487,632</u>	<u>0</u>	<u>487,632</u>	<u>3.40</u>
Total County Assets		\$7,257,345	\$529,427,982	\$536,685,327	346.65

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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 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 and offices. The Administrative Services 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 provides the county the 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, to align strategic sourcing initiatives with County values.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Equity and Inclusion exercises included in Sr Management bi-weekly meetings	NA	NA	20	24
Outcome	Percent of internal service processes analyzed through the LEAN methodology.	NA	NA	NA	20%

Performance Measures Descriptions

PM #1 Output - Building an inclusive workplace is key to the success of DCA. Providing Sr. Management the opportunity to practice and model an inclusive workplace will build our culture.

PM #2 Outcome - Percent of administrative processes analyzed per the LEAN methodology.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$429,072	\$0	\$454,039	\$0
Contractual Services	\$22,000	\$0	\$52,796	\$0
Materials & Supplies	\$23,210	\$0	\$17,888	\$0
Internal Services	\$26,304	\$0	\$69,276	\$0
Total GF/non-GF	\$500,586	\$0	\$593,999	\$0
Program Total:	\$500,586		\$593,999	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Other / Miscellaneous	\$500,586	\$0	\$558,947	\$0
Total Revenue	\$500,586	\$0	\$558,947	\$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 2017: 78000 DCA Director's Office

No significant changes.

Department: County Assets

Program Contact: Lisa Whedon

Program Offer Type: Support

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 reports to the DCA Director and 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 Property 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	On-time Billing	100%	90%	100%	90%
Outcome	Percent of Internal Service billings error free	90%	85%	90%	90%

Performance Measures Descriptions

PM #1 Output - Track customer billings to ensure accurate on-time delivery of internal services expenditures.

PM #2 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	2017	2017	2018	2018
Personnel	\$793,073	\$0	\$907,251	\$0
Contractual Services	\$5,000	\$0	\$0	\$0
Materials & Supplies	\$15,466	\$0	\$15,500	\$0
Internal Services	\$79,268	\$0	\$115,835	\$0
Total GF/non-GF	\$892,807	\$0	\$1,038,586	\$0
Program Total:	\$892,807		\$1,038,586	
Program FTE	6.00	0.00	7.00	0.00

Program Revenues				
Other / Miscellaneous	\$892,807	\$0	\$1,031,818	\$0
Total Revenue	\$892,807	\$0	\$1,031,818	\$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 2017: 78100 Administrative Hub Budget & Planning

This program increases by 1.00 FTE for a Budget Analyst Senior position. This position will provide analysis for capital programs.

Department: County Assets

Program Contact: Tony Dornbusch

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
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 majority of these requests represent needs for all departments especially in the areas of Facilities and Property Management and Information Technology.

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.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of procurements and contracts processed	1,400	1,400	1,300	1,400
Outcome	Percentage of contracts processed following established processes	100%	100%	100%	100%

Performance Measures Descriptions

PM #1 Output– Measures the total volume of procurements, contracts, amendments, renewals, credit card transactions, and purchase orders processed by the Procurement and Contracting staff. (Current year statistics include credit card transactions beginning in FY2017)

PM #2 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 Procurement, 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	2017	2017	2018	2018
Personnel	\$2,155,261	\$0	\$2,157,800	\$0
Contractual Services	\$12,000	\$0	\$20,000	\$0
Materials & Supplies	\$40,855	\$0	\$45,350	\$0
Internal Services	\$229,642	\$0	\$311,407	\$0
Total GF/non-GF	\$2,437,758	\$0	\$2,534,557	\$0
Program Total:	\$2,437,758		\$2,534,557	
Program FTE	17.40	0.00	17.40	0.00

Program Revenues				
Other / Miscellaneous	\$2,161,821	\$0	\$2,507,628	\$0
Total Revenue	\$2,161,821	\$0	\$2,507,628	\$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 2017: 78101 Administrative Hub Procurement & Contracting

No Significant Changes

Department: County Assets

Program Contact: Patrick Williams

Program Offer Type: Support

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, Multco 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, and Distribution Services (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 services to the public.

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 2017, the Finance Hub is on pace to reconcile more than 40,000 Marketplace transactions, 16,000 accounting and finance related transactions, and 7,000 P-card transactions.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Maintain quarterly aged receivable balance below \$50,000	\$238,013	\$50,000	\$99,204	\$50,000
Outcome	Percent of out of town travel and training events reconciled within 45 days of traveler return date.	88%	100%	94%	100%

Performance Measures Descriptions

PM #1 Output - Management of external revenue sources to ensure timely payment of money owed the DCA

PM #2 Outcome - Reconciliation of out of town travel and training completed within 45 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.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$822,089	\$0	\$868,285	\$0
Materials & Supplies	\$8,644	\$0	\$9,066	\$0
Internal Services	\$106,128	\$0	\$144,830	\$0
Total GF/non-GF	\$936,861	\$0	\$1,022,181	\$0
Program Total:	\$936,861		\$1,022,181	
Program FTE	8.00	0.00	8.00	0.00

Program Revenues				
Other / Miscellaneous	\$696,605	\$0	\$713,677	\$0
Total Revenue	\$696,605	\$0	\$713,677	\$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 2017: 78102 Administrative Hub Finance

No significant program changes.

Department: County Assets **Program Contact:** Karin Lamberton
Program Offer Type: Support **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 provide 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, 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. This unit reports to the DCA Director.

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, and 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of recruitments conducted	126	135	135	135
Outcome	Number of employees provided full range of HR services	680	717	710	717

Performance Measures Descriptions

PM #1 Output - Number of all recruitment reflects the total for all departments and offices served by the DCA HR Administrative Hub.

PM #2 Outcome - 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	2017	2017	2018	2018
Personnel	\$1,346,087	\$0	\$1,397,122	\$0
Materials & Supplies	\$23,507	\$0	\$17,686	\$0
Internal Services	\$131,945	\$0	\$165,582	\$0
Total GF/non-GF	\$1,501,539	\$0	\$1,580,390	\$0
Program Total:	\$1,501,539		\$1,580,390	
Program FTE	10.00	0.00	10.00	0.00

Program Revenues				
Other / Miscellaneous	\$692,677	\$0	\$534,638	\$0
Total Revenue	\$692,677	\$0	\$534,638	\$0

Explanation of Revenues

Costs of the Administrative Hub are allocated proportionately among users: the County's internal services, the departments of County Assets and County Management and Non-Departmental. The General Fund supports charges apportioned to DCM and Non-Departmental. 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 2017: 78103 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 and Property Management 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 and Property Management Division creates safe and cost effective work environments for County programs operating in a wide variety 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 and Operations & Maintenance. It ensures that division strategies, policies, procedures and activities are guided by Countywide 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Facility Portfolio Performance Report Completed	N/A	1	1	1
Outcome	Percent of employee performance evaluations completed.	70%	100%	80%	90%

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. Lower completion rates in FY 2016 and FY 2017 due to vacancies in 3 manager and 1 supervisor positions.

PM #2: Portfolio performance report demonstrates effectiveness of current initiatives and informs future strategies.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$1,561,262	\$0	\$1,757,888
Contractual Services	\$0	\$109,487	\$0	\$121,738
Materials & Supplies	\$0	\$180,386	\$0	\$516,620
Internal Services	\$0	\$2,131,608	\$0	\$1,908,637
Unappropriated & Contingency	\$0	\$500,000	\$0	\$0
Total GF/non-GF	\$0	\$4,482,743	\$0	\$4,304,883
Program Total:	\$4,482,743		\$4,304,883	
Program FTE	0.00	11.25	0.00	12.45

Program Revenues				
Other / Miscellaneous	\$0	\$2,547,545	\$0	\$2,343,241
Beginning Working Capital	\$0	\$500,000	\$0	\$0
Service Charges	\$0	\$1,272,568	\$0	\$1,791,721
Total Revenue	\$0	\$4,320,113	\$0	\$4,134,962

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

Significant Program Changes

Last Year this program was: FY 2017: 78200 Facilities Director's Office

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 occupancy data.

Program Summary

FPM collects payments from departments for Full Faith & Credit Obligation Bonds, Series 2014 and capital leases. 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.

This program offer also includes reimbursements to Facilities Capital Funds for a share of rental revenue from external customers to be applied to capital work.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of accurate and complete annual allocations to departments	100%	100%	100%	100%
Outcome	Percent accurate and complete building occupancy data for accurate allocations	100%	100%	100%	100%

Performance Measures Descriptions

PM #1 Output: Facilities and Property Management provides accurate billing for debt service and capital fee pass thru expenses

PM #2 Outcome: 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	2017	2017	2018	2018
Internal Services	\$0	\$5,168,000	\$0	\$4,718,000
Cash Transfers	\$0	\$810,692	\$0	\$431,276
Total GF/non-GF	\$0	\$5,978,692	\$0	\$5,149,276
Program Total:	\$5,978,692		\$5,149,276	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,975,333	\$0	\$5,149,276
Service Charges	\$0	\$3,359	\$0	\$0
Total Revenue	\$0	\$5,978,692	\$0	\$5,149,276

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

Significant Program Changes

Last Year this program was: FY 2017: 78201 Facilities Debt Service and Capital Fee Pass Through

In FY 2017 Internal Services Expense included a Capital Improvement Program Deferred Maintenance Bond that was paid off in FY 2017.

In FY 2017 Cash Transfers Expense included charges for Facilities-occupied and vacant space Capital Fee charges that passed through the Facilities operating fund from departments to the capital funds, that will instead reimburse the Capital funds directly in FY 2018.

Department: County Assets **Program Contact:** Liz Rodriguez**Program Offer Type:** Internal Service **Program Offer Stage:** As Adopted**Related Programs:****Program Characteristics:****Executive Summary**

This program comprises a broad spectrum of services ensuring Multnomah County's over 130 buildings are operating and functioning as designed and constructed, and are meeting the requirements of County programs and operations. These services are provided to operate, maintain, and repair the mechanical, electrical, and structural systems in all Multnomah County buildings which total over 3.5 million gross square feet. The Program is responsible for operations, services, compliance, and projects that are regulated by multiple federal, state, and local laws, codes, and mandates.

Program Summary

The Facilities Operations and Maintenance program consists of 69.5 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 and respective assets of building systems and 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 and the public by providing safe, accessible, and well-maintained facilities and information on planned maintenance activities.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Preventive Maintenance work orders scheduled (proactive vs. reactive)	50%	60%	60%	65%
Outcome	Customer Satisfaction Rating	90%	90%	90%	90%

Performance Measures Descriptions

PM #1 Output--The percentage of preventive maintenance work orders scheduled indicates the effort of a more proactive approach to monitor and maintain the efficiency and life cycle of major building systems. Focus on major systems life cycle monitoring and replacement will adjust and stabilize this metric.

PM #2 Output--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	2017	2017	2018	2018
Personnel	\$0	\$8,011,284	\$0	\$8,456,257
Contractual Services	\$0	\$226,150	\$0	\$255,800
Materials & Supplies	\$0	\$4,318,121	\$0	\$3,011,349
Internal Services	\$0	\$1,176,715	\$0	\$1,479,645
Total GF/non-GF	\$0	\$13,732,270	\$0	\$13,203,051
Program Total:	\$13,732,270		\$13,203,051	
Program FTE	0.00	67.50	0.00	69.50

Program Revenues				
Other / Miscellaneous	\$0	\$13,732,270	\$0	\$13,218,006
Total Revenue	\$0	\$13,732,270	\$0	\$13,218,006

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

Significant Program Changes

Last Year this program was: FY 2017: 78202 Facilities Operations & Maintenance

This offer adds one (1) HVAC Engineer & one (1) Carpenter position required to efficiently manage increased square footage & related building systems of recent County facility acquisitions: four (4) sites (two shelters, Mid County Campus, and Jefferson Station). The reduction in Materials & Supplies Expense reflects refined estimates based on prior years' actual expense, and is offset by a reduction in revenue for Service Request and Capital (i.e. not basic operating) work.

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 3,500,000 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 and Property (FPM) 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 about \$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 and Property Management Division for topics related to the level of performance, process improvements, client communications, and customer service.

The Facilities and Property Management Division contracts with Qualified Rehabilitation Firms (QRFs) to provide janitorial, landscaping and security services. QRFs hire individuals who would otherwise not have gainful employment.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Perform Annual Customer Service Satisfaction Survey	1	1	1	1
Outcome	Percent public procurement compliance for contracted services.	100%	100%	100%	100%

Performance Measures Descriptions

PM #1 Output: Facilities customers are emailed a link for a Customer Service satisfaction survey. Replies and results are reviewed and used for continuous quality improvement. Strongly positive ratings, with a few areas for improvement noted in FY 2017 survey.

PM #2 Outcome: 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.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$1,260,130	\$0	\$1,092,749
Contractual Services	\$0	\$6,401,206	\$0	\$6,770,515
Materials & Supplies	\$0	\$103,319	\$0	\$142,100
Internal Services	\$0	\$170,837	\$0	\$248,785
Total GF/non-GF	\$0	\$7,935,492	\$0	\$8,254,149
Program Total:	\$7,935,492		\$8,254,149	
Program FTE	0.00	9.00	0.00	7.30

Program Revenues				
Other / Miscellaneous	\$0	\$7,933,738	\$0	\$8,284,073
Service Charges	\$0	\$1,754	\$0	\$0
Total Revenue	\$0	\$7,935,492	\$0	\$8,284,073

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

Significant Program Changes

Last Year this program was: FY 2017: 78203 Facilities Client Services

This offer now includes \$375,000 for the improvement of interior finishes (paint, carpet, etc.) that was previously in the Facilities Capital Improvement Program (78205) and Facilities Capital Asset Preservation Program (78206) program offers.

This offer removes one FTE that was budgeted in FY 2017 to provide extra services to and be reimbursed by the Health Department, that was determined not to be needed. In addition, 0.50 FTE was moved to Facilities Capital Operations Costs (78204) as the position will oversee both programs.



Program #78204 - Facilities Capital Operation Costs 6/20/2017

Department: County Assets **Program Contact:** Henry Alaman
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs: 78205-18, 78206-18, 78213-18
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 (78205-18), the Asset Preservation (78206-18) and Library Construction Fund (78213-18) 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Completed Projects - planned % fiscal year projects to be completed. (PO's 78205-18 & 78206-18 & 78213-18)	78.3%	85.0%	70%	75%
Outcome	Percent of Primary Owned Buildings rated as Tier 1	66.7%	56.3%	58%	58%
Quality	Provide monthly FM Capital Status report	12	12	12	12

Performance Measures Descriptions

- PM #1: Percent of planned projects that will be completed during fiscal year. Current year estimates are projected to be lower than planned due to vacancies from staff turnover.
- PM #2: Percent of Primary Owned Buildings rated as Tier 1.
- PM #3: Monthly Capital Project Status reporting.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$1,362,245	\$0	\$1,374,420
Contractual Services	\$0	\$15,000	\$0	\$72,086
Materials & Supplies	\$0	\$40,281	\$0	\$43,281
Internal Services	\$0	\$42,716	\$0	\$122,213
Total GF/non-GF	\$0	\$1,460,242	\$0	\$1,612,000
Program Total:	\$1,460,242		\$1,612,000	
Program FTE	0.00	10.00	0.00	10.50

Program Revenues				
Other / Miscellaneous	\$0	\$1,445,177	\$0	\$1,612,000
Total Revenue	\$0	\$1,445,177	\$0	\$1,612,000

Explanation of Revenues

Revenue in this offer includes a portion of the Capital Improvement Program (CIP) and Asset Preservation (AP) fees and reimbursement from County capital projects completed by Facilities.

CIP Fees: \$287,162
 AP Fees: \$287,162
 Reimbursement: \$1,037,676

Significant Program Changes

Last Year this program was: FY 2017: 78204 Facilities Capital Operation Costs

In FY18 this program offer includes Capital Improvement Program (CIP) and the Asset Preservation (AP) fees to cover expenses that are not reimbursed through County capital projects.

This offer increases 0.50 FTE from Facilities Client Services (78203) as the position will oversee both programs.

Department: County Assets **Program Contact:** Henry Alaman
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs: 78204-18, 78206-18, 78213-18
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 17 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.

Implementation of the Facilities Asset Strategic Plan (FASP) will also impact future capital needs. 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of Planned CIP Projects Completed	90.3%	85.0%	70%	75%
Outcome	Percent of Primary Owned Buildings rated as Tier 1	66.7%	56.3%	58%	58

Performance Measures Descriptions

PM #1: Percent of planned projects that will be completed during fiscal year. Current year estimates are projected to be lower than planned due to vacancies from staff turnover.

PM #2: Percent of Primary Owned Buildings rated as Tier 1.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$6,007,853	\$0	\$7,859,814
Materials & Supplies	\$0	\$3,660,000	\$0	\$3,413,000
Capital Outlay	\$0	\$2,548,284	\$0	\$450,086
Total GF/non-GF	\$0	\$12,216,137	\$0	\$11,722,900
Program Total:	\$12,216,137		\$11,722,900	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,505,847	\$0	\$4,644,037
Financing Sources	\$0	\$585,439	\$0	\$234,870
Interest	\$0	\$35,000	\$0	\$35,000
Beginning Working Capital	\$0	\$7,514,475	\$0	\$5,074,821
Service Charges	\$0	\$590,441	\$0	\$1,734,172
Total Revenue	\$0	\$12,231,202	\$0	\$11,722,900

Explanation of Revenues

Fund 2507 Capital Improvement Program:

• 50000 BWC \$5,246,294 from Routine Project Carryover • 50236 IG City of Portland share of Justice Center Projects \$1,734,172 • 50270 Interest on fund 2507 \$35,000 • 50310 Intl Svc Reimbursement CIP Fee from County Occupants \$4,644,037 • 50320 Cash Transfer revenue from Fund 3505 FPM & Vacant space \$41,473 • 50320 Cash Transfer revenue from Fund 3505 FPM & Vacant space per repayment agreement for prior years CIP Fee on FPM/Vac SqFt due \$158,046

Fund 2503 Equipment Acquisition: 50000 BWC Carryover \$414,735

Significant Program Changes

Last Year this program was: FY 2017: 78205 Facilities Capital Improvement Program

A portion (\$288,526) of the CIP Fee from County Occupants will be included in program offer 78204-18 to cover Program Administration costs of the Facilities Capital Improvement Program.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$1,424,695	\$0	\$14,357,499
Materials & Supplies	\$0	\$390,000	\$0	\$687,702
Capital Outlay	\$0	\$11,371,911	\$0	\$0
Total GF/non-GF	\$0	\$13,186,606	\$0	\$15,045,201
Program Total:	\$13,186,606		\$15,045,201	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,837,872	\$0	\$3,896,103
Financing Sources	\$0	\$260,604	\$0	\$231,757
Interest	\$0	\$20,000	\$0	\$20,000
Beginning Working Capital	\$0	\$9,068,130	\$0	\$10,897,341
Total Revenue	\$0	\$13,186,606	\$0	\$15,045,201

Explanation of Revenues

50000 BWC from Routine Project Carryover \$10,897,341
50270 Interest Earnings \$20,000
50310 Intl Svc Reimbursement AP Fee from County Occupants \$3,896,103
50320 Cash Transfer revenue from Fund 3505 FPM & Vacant space \$189,803
50320 Cash Transfer revenue from Fund 3505 per repayment agreement for prior years AP Fee on FPM/Vac SqFt due \$41,954

Significant Program Changes

Last Year this program was: FY 2017: 78206 Facilities Capital Asset Preservation Program

A portion (\$288,526) of the AP Fee from County Occupants will be included in program offer 78204-18 to cover Program Administration costs of the Facilities Capital Asset Preservation Program.

Department: County Assets **Program Contact:** Scott Churchill
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 (FPM) is continuously evaluating energy and utility consumption across the County in order to identify anomalies, maximize saving energy opportunities and minimize the County's utility expenses. Utility expenses are a pass through charge to the building tenants that either occupy owned or leased space in facilities used for County operations.

Electric utilities constitute about half 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 efficiency and capture incentives for energy savings measures.

Utility rates fluctuate from year to year based on the availability of energy sources. These rates increase similar to the cost of inflation over time, but can vary based on economic factors. FPM implements energy and water efficiency projects in collaboration with building occupants to reduce consumption. As a result, utility costs for FY 2018 are decreasing due to effective energy and water management.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Energy Use Intensity (Energy use per square foot)	67	71	71	71
Outcome	Percent reduction in utility consumption.	6.4%	2%	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 2018.

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	2017	2017	2018	2018
Materials & Supplies	\$0	\$6,048,618	\$0	\$5,875,000
Total GF/non-GF	\$0	\$6,048,618	\$0	\$5,875,000
Program Total:	\$6,048,618		\$5,875,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,517,517	\$0	\$5,875,000
Service Charges	\$0	\$531,101	\$0	\$0
Total Revenue	\$0	\$6,048,618	\$0	\$5,875,000

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

Significant Program Changes

Last Year this program was: FY 2017: 78208 Facilities Utilities Pass Through

Department: County Assets **Program Contact:** Scott Churchill
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 500,000 square feet, or 15%, 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.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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	2017	2017	2018	2018
Personnel	\$0	\$244,193	\$0	\$250,522
Contractual Services	\$0	\$10,000	\$0	\$125,000
Materials & Supplies	\$0	\$6,478,796	\$0	\$6,099,238
Internal Services	\$0	\$256,245	\$0	\$19,444
Debt Service	\$0	\$0	\$0	\$301,362
Total GF/non-GF	\$0	\$6,989,234	\$0	\$6,795,566
Program Total:	\$6,989,234		\$6,795,566	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,501,654	\$0	\$6,795,566
Service Charges	\$0	\$487,580	\$0	\$0
Total Revenue	\$0	\$6,989,234	\$0	\$6,795,566

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

Significant Program Changes

Last Year this program was: FY 2017: 78209 Facilities Lease Management

Department: County Assets **Program Contact:** Scott Churchill

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 delivers large scale facilities construction projects, 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); new and major redevelopment construction projects; property disposition and acquisition; pre-development and evaluation of major portfolio projects; and the County's energy and utility strategy responsible for achieving Climate Action Plan goals, tracking buildings carbon emissions and the Energy Savings Performance Contract.

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. Condition assessments, cost estimates and programming evaluation continued in FY 2017. In FY 2018, 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 County envisions completing \$300 million to \$400 million of new facility construction, remodeling, redevelopment and recapitalization over the next decade. This program is responsible for real estate development, engineering design, construction, and project management for new construction and/or repair and alterations for complex, multi-use, public facilities. This includes performing complex risk management, public process and other management functions. Integrating several disciplines into the design to achieve efficient building operations and maintenance is of utmost importance.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of dispositions of surplus property completed	2	2	0	1
Outcome	% of County's carbon footprint reduced for owned facilities operations by 2%/yr (per Climate Action Plan)	2%	2%	2%	3%

Performance Measures Descriptions

PM #1: 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 #2: 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	2017	2017	2018	2018
Personnel	\$0	\$1,152,230	\$0	\$976,736
Contractual Services	\$0	\$300,000	\$0	\$450,000
Materials & Supplies	\$0	\$44,900	\$0	\$46,940
Internal Services	\$0	\$15,768	\$0	\$97,207
Total GF/non-GF	\$0	\$1,512,898	\$0	\$1,570,883
Program Total:	\$1,512,898		\$1,570,883	
Program FTE	0.00	8.00	0.00	7.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,675,528	\$0	\$1,695,925
Total Revenue	\$0	\$1,675,528	\$0	\$1,695,925

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Estimates reflect the amounts needed to cover actual expenses.

Significant Program Changes

Last Year this program was: FY 2017: 78210 Facilities Strategic Planning and Projects

FY 2017 program offer Construction Management and Design (78211) is now included in this program offer.



Program #78212 - Facilities Downtown Courthouse 6/20/2017

Department: County Assets **Program Contact:** Scott Churchill
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 is acting as the Owner's Representative and assisting the County in delivering the project.

The County has procured the services of the SRG who have partnered with CGL Ricci Greene 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 architectural design team is completing the final design of the courthouse with input from various users and stakeholders. During the design phase the architect and CM/GC collaborated 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. The Contractor will start major construction in FY 2018 including installing the deep foundations, placing the concrete for each floor and starting installation of the facade of the building.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Complete installation of the deep foundations	N/A	N/A	N/A	1
Outcome	Percent of deep foundation completion required to allow the construction of the tower to begin	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM #1 Output: The metric (output) is completing the installation of the deep foundations in order to construct tower
PM #2 Outcome: 100% completion is required for the construction of the tower to begin.

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	2017	2017	2018	2018
Personnel	\$0	\$67,791	\$0	\$57,047
Contractual Services	\$0	\$92,480,282	\$0	\$239,506,227
Materials & Supplies	\$0	\$974,469	\$0	\$1,956,934
Internal Services	\$0	\$0	\$0	\$141,201
Capital Outlay	\$0	\$5,080,000	\$0	\$0
Total GF/non-GF	\$0	\$98,602,542	\$0	\$241,661,409
Program Total:	\$98,602,542		\$241,661,409	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$32,451,607	\$0	\$96,844,355
Other / Miscellaneous	\$0	\$0	\$0	\$400,000
Financing Sources	\$0	\$34,250,000	\$0	\$112,193,713
Beginning Working Capital	\$0	\$31,900,935	\$0	\$32,313,675
Total Revenue	\$0	\$98,602,542	\$0	\$241,751,743

Explanation of Revenues

- \$27,894,888 BWC carryover of unrestricted funds from FY 2017.
- \$92,966,564 in State Bonds to match 49% of approved county expenses.
- \$95,684,040 from County Bond sale.
- \$18,000,000 OTO from General Fund.
- \$400,000 in Energy Tax Credits from Energy Trust of Oregon.

Significant Program Changes

Last Year this program was: FY 2017: 78212 Facilities Downtown Courthouse

Budget includes full cost of project through FY 2020 as the full debt requirement will be raised in FY 2018.

Department: County Assets

Program Contact: Henry Alaman

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of Library District Projects Completed	61.5%	85%	70%	75%
Outcome	Provide the Library District with a 5-yr Capital Improvement plan updated annually.	1	1	1	1

Performance Measures Descriptions

PM#1--Measures completed projects. Current year estimates are projected to be lower than planned due to vacancies from staff turnover.

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	2017	2017	2018	2018
Contractual Services	\$0	\$1,375,000	\$0	\$3,629,318
Materials & Supplies	\$0	\$897,790	\$0	\$100,000
Capital Outlay	\$0	\$1,242,000	\$0	\$0
Total GF/non-GF	\$0	\$3,514,790	\$0	\$3,729,318
Program Total:	\$3,514,790		\$3,729,318	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,238,162	\$0	\$1,356,274
Beginning Working Capital	\$0	\$2,276,628	\$0	\$2,373,044
Total Revenue	\$0	\$3,514,790	\$0	\$3,729,318

Explanation of Revenues

\$2,373,044 ~ 50000 BWC Estimated carry forward of ongoing projects

\$1,356,274 ~ 50310 Intl Svc Reimbursement Capital Fee on Owned Libraries

Significant Program Changes

Last Year this program was: FY 2017: 78213 Library Construction Fund

Department: County Assets **Program Contact:** Scott Churchill
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 and clinic facility for the Multnomah County Health Department in the Old Town/Chinatown Neighborhood of Portland. The facility will be approximately 157,000 square feet and located on the easterly half of the block U immediately adjacent to the 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 complements the neighborhood.

Program Summary

The proposed Gladys McCoy building is a headquarters for the Multnomah County Health Department. It is an approximately 157,000 gross square foot, nine story structure located on the easterly portion of a 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 and a security desk. The upper eight floors house a variety of Health Department functions: Office of the Director; Deputy Director; Business, Financial & Quality Services; Community Health Services; Director of Nursing; Health Officer; Human Resources & Workforce Development; Integrated Clinical Services; 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.

Design Review was approved on November 10, 2016. The Board of County Commissioners approved Resolution 2016-115 on November 10, 2016 to authorize the Early Work Package. The Ground Breaking Ceremony was held on December 14, 2016 and 100% construction documents were delivered on January 13, 2017. The Foundation Permit approval is expected in early February, 2017 and excavation and foundation work is scheduled to start upon approval of the permit.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Complete excavation and foundations.	N/A	N/A	N/A	100%
Outcome	Begin construction of building tower	N/A	N/A	N/A	50%

Performance Measures Descriptions

PM #1: Complete the excavation and installation of the foundations for the building and thus allowing the construction of the building tower to begin.

PM #2: Once the foundations are completed, 50% of the building construction will be completed in FY 2018

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	2017	2017	2018	2018
Personnel	\$0	\$67,791	\$0	\$57,047
Contractual Services	\$0	\$65,149,361	\$0	\$78,593,087
Materials & Supplies	\$0	\$234,000	\$0	\$0
Total GF/non-GF	\$0	\$65,451,152	\$0	\$78,650,134
Program Total:	\$65,451,152		\$78,650,134	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$16,948,460	\$0	\$9,500,000
Financing Sources	\$0	\$36,851,540	\$0	\$51,802,226
Beginning Working Capital	\$0	\$11,651,152	\$0	\$17,376,435
Total Revenue	\$0	\$65,451,152	\$0	\$78,678,661

Explanation of Revenues

FY 2018 Revenues are:

- \$15,236,429 carryover from FY 2017.
- \$9,500,000 to be received from Portland Development Commission
- \$39,990,962 from county bond sale.
- \$7,000,000 OTO from General Fund.

Significant Program Changes

Last Year this program was: FY 2017: 78214 Health Headquarters Construction

Budget includes full cost of project through FY 2019 as the full debt requirement will be raised in FY 2018.

Department: County Assets **Program Contact:** Scott Churchill

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 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 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 met the operational requirements of a modern law enforcement agency. In FY 2017, the majority of the Sheriff's Office staff moved to the the Prenumbra Kelly Building at 4747 E Burnside in Portland. (The Hansen Building is now used as a temporary shelter).

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. In FY 2017, a 3.54 acre parcel of land adjacent to the Troutdale Police Command Center was acquired by the county as a potential relocation site. Given changes in the local public safety environment, including the election of a new Multnomah County Sheriff in FY 2017 and policing discussions with other local cities, we continue to explore opportunities to meet the needs of Sheriff's Office.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Assessment of MCSO overall facilities needs	N/A	N/A	N/A	1
Outcome	Percent of BCC updated on overall plan for MCSO facilities	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM #1 Output--An overall assessment of MCSO facilities and work space needs will be conducted considering the move from Hansen as well as overall needs.

PM #2 Outcome--Once the assessment is complete, the Board of County Commissioners with be briefed.

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	2017	2017	2018	2018
Contractual Services	\$0	\$3,973,411	\$0	\$3,364,422
Capital Outlay	\$0	\$1,417,355	\$0	\$0
Total GF/non-GF	\$0	\$5,390,766	\$0	\$3,364,422
Program Total:	\$5,390,766		\$3,364,422	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$5,390,766	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$3,364,422
Total Revenue	\$0	\$5,390,766	\$0	\$3,364,422

Explanation of Revenues

This program offer will be funded with \$3,364,422 in carryover from FY 2017.

This project has received the following OTO funding from the General Fund in prior years. FY 2014: Total of \$2,200,000 in OTO from General Fund: \$1,200,000 Hansen Operations Relocation in 78059-16 (Hansen Relo) previous year. (Project CP08.11.08A) \$1,000,000 Hansen Reconfigure (in 78007-16 (CIP) previous year. (Project CP08.14.17) FY 2016: Total of \$500,000 in OTO from General Fund: \$500,000 Hansen Operations Relocation in 78059-16 (Hansen Relo) previous year. (Project CP08.11.08A) FY 2017: Total of \$3,000,000 in OTO from General Fund: \$3,000,000 Hansen Building Replacement 78218-17 previous year. (Project CP12.17.11)

Significant Program Changes

Last Year this program was: FY 2017: 78218 Hansen Building Replacement

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:** Scott Churchill
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) identified the need to acquire an asset in a mid-county location to consolidate four separate sites into a single County owned campus. This will increase operational efficiency, align departmental points of service with their client base and eliminate the lease risks associated with the existing leased facilities. In FY 2017, the County purchased a three building office development property with approximately 36,000 rental square feet located on a 2.46 acre site at 1245-1415 SE 122nd Ave in Portland.

Program Summary

In FY 2018, FPM will complete design and construction documents to renovate the existing buildings into high performing facilities. On the new property, 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 re-position. 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Complete schematic design, design documents and construction documents for permit application.	N/A	N/A	N/A	100%
Outcome	Presentation to the Board of County Commissioners to approve financing plan.	N/A	N/A	N/A	1

Performance Measures Descriptions

PM 1 Output: Obtain BCC approval of schematic design, design documents and construction document including permitting application

PM 2 Outcome: Obtain BCC approval of financing plan developed by CFO.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$0	\$77,063
Contractual Services	\$0	\$6,750,000	\$0	\$7,058,178
Internal Services	\$0	\$0	\$0	\$136,192
Total GF/non-GF	\$0	\$6,750,000	\$0	\$7,271,433
Program Total:	\$6,750,000		\$7,271,433	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$6,750,000	\$0	\$5,250,000
Beginning Working Capital	\$0	\$0	\$0	\$2,021,433
Total Revenue	\$0	\$6,750,000	\$0	\$7,271,433

Explanation of Revenues

This program offer will be funded by the following:

- \$1,435,225 in carryover from FY 2017.
- \$5,250,000 from County Bond Sale.

Significant Program Changes

Last Year this program was:

Department:	County Assets	Program Contact:	Alene Davis
Program Offer Type:	Innovative/New Program	Program Offer Stage:	As Adopted
Related Programs:	MCSO PO 60046-18		
Program Characteristics:	One-Time-Only Request		

Executive Summary

The Multnomah County Justice Center, located in downtown Portland, is a 16-story building with 2 sublevels, of which 9 floors are operated as a Jail. The security electronics were overhauled in 2006, when new PLC's (Programmable Logic Controllers) and touch panels (operator interfaces) were installed, along with a new fire alarm system and a small video system upgrade. Since then, due to changes in technology the analog intercom and video systems are becoming difficult to support. New technologies available will lower cost while improving the operation, maintainability, and safety of the facility.

Program Summary

Under this project, the intercom and video surveillance systems will be upgraded to newer technologies, utilizing the same equipment and brands that were recently installed in the other County detention facilities, ie: Inverness and the Juvenile Center, and have become the standard for the County. This project will identify areas with inadequate video coverage, add new cameras and technologies as necessary to ensure compliance with the current PREA Standards. Additionally, this will extend the lifetime of the security electronics for another 15-20 years, with appropriate maintenance and software upgrades.

This project will replace 5 different systems:

- 1 - INTERCOM SYSTEM: The intercom system provides inter communications between the various control centers to their associated inmate cells, movement doors, and other locations where immediate, highly intelligible 2-way audio is needed.
- 2- VIDEO SURVEILLANCE SYSTEM: The video surveillance system provides visual supervision and 60 minutes of recording time for inmate and public areas of the facility, and provides for automated call-up of associated images whenever door control or intercom communications functions are in use.
- 3 - PLC/TOUCHSCREEN SYSTEMS: The current PLC's, which are the brains of the system, are Modicon Quantum series by Schneider Electric, and are in good condition, although the CPU's do not support the current Unity programming software.
- 4 - ACCESS CONTROL SYSTEM: The access control system allows the staff to enter doors and areas without control room intervention, using card or token readers at each door or elevator, and is also used for interlock override by the control room staff.
- 5 - ADMINISTRATIVE INTERCOM PHONE SYSTEM: The facility has an administrative intercom phone system, consisting of a network of dedicated detention-grade master phone stations that allow for fast and easy inter communications between control room officers, management, medical, and other detention-oriented locations.

The order of the system implementation will be planned based on risk and interdependencies. The Fac-1 process will be followed with periodic BCC check ins.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Prioritized order for system implementation	NA	NA	NA	1
Outcome	Percent of systems successfully implemented	NA	NA	NA	40%

Performance Measures Descriptions

PM #1-Output--A list of the prioritized order of implementation will be completed considering risk and inter-dependency.
PM #2-Outcome--The planning and design as well as approximately 40% of the systems implementation will be completed in FY 2018.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$100,000	\$0	\$3,819,155
Total GF/non-GF	\$0	\$100,000	\$0	\$3,819,155
Program Total:	\$100,000		\$3,819,155	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$100,000	\$0	\$3,819,155
Total Revenue	\$0	\$100,000	\$0	\$3,819,155

Explanation of Revenues

\$3,819,155 one-time-only from General Fund

Significant Program Changes

Last Year this program was: FY 2017: 78221 MCDC Detention Electronics

FY 2017 \$100,000 OTO General Funds used to complete analysis and develop a project plan for the detention electronic upgrade.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
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

This offer is supported by One-Time-Only General Fund revenue. Estimate is contingent on RFP.

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Scott Churchill
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer will provide funding for an initial feasibility study for the Yeon-Vance site. The Yeon-Vance site is approximately 86 acres of land located in Gresham, Oregon with eight individual parcels. An American Land Title Association (ATLA) survey will be performed for Vance Park and the adjoining parcel. A feasibility study will be performed to determine options for the future direction of the entire property.

Program Summary

This program offer includes an ALTA Survey for Vance Park and the adjunct parcel, and an initial feasibility study for the entire property. The goal of the feasibility study is to develop a structured process with a clear framework for creating a set of options and recommendations for any future development or disposition of the County-owned parcels in this area. The study will consider the needs of the Department of Community Services including infrastructure needs, service provision, and present and future division land use needs, as well as any financial impact to the Road Fund. The Department of County Assets will work closely with the Department of County Services, internal stakeholders, and external partners and stakeholders to evaluate the future options for this property.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Vance Park and adjacent parcel ALTA Survey	N/A	N/A	N/A	1
Outcome	Percent completion of initial feasibility study	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM #1-Output--One survey will be completed covering both the Vance Park parcel and the adjacent parcel.
 PM #2-Outcome--The initial feasibility study will be 100% complete during FY 2018.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
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 transfer from the General Fund to the Facilities Fund.

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The IT Innovation and Investment Projects offer provides funding and governance for one-time-only IT capital projects. The offer provides continued funding for projects currently in progress as well as funding for replacement of high risk software applications and priority system initiatives. The IT Planning, Projects, and Portfolio Management group manages the capital expenditures for this program offer.

Program Summary

The IT Planning, Projects, and Portfolio Management group provides oversight to the projects within this program offer. For Fiscal Year 2018, the projects included within this portfolio are:

- Healthcare Transformation initiatives
- Budget System (Questica) New Module
- Technology Improvement Program

These projects once initiated become part of the County's Digital Strategy Priority Projects Portfolio. These projects are managed using industry-based project management practices. Monthly reporting is provided and is available on the County's Commons Intranet for County leadership.

In FY 2018, the Technology Improvement Program will replace prioritized obsolete technology based on the funding available.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of projects monitored per monitoring process	100%	100%	100%	100%
Outcome	Strategic reports shared with leaders improving transparency.	12	12	12	12

Performance Measures Descriptions

PM #1 Output - 100% of the funded projects will be monitored by the IT Senior Leadership.

PM #2 Outcome - This measure is designed to ensure that information and data concerning strategic IT projects are consistently shared with County leadership. This measure helps provide transparency to the work of County IT.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$3,567,302	\$0	\$1,998,696
Total GF/non-GF	\$0	\$3,567,302	\$0	\$1,998,696
Program Total:	\$3,567,302		\$1,998,696	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$3,740,269	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$1,998,696
Total Revenue	\$0	\$3,740,269	\$0	\$1,998,696

Explanation of Revenues

This program will use unspent one time only revenues that are carried into this fiscal year as beginning working capital through project completion.

Significant Program Changes

Last Year this program was: FY 2017: 78301A IT Innovation & Investment Projects

IT Network Convergence completed in FY 2017

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 2016, the full IT Project Portfolio consisted of 360 projects active during the course of the year and 179 projects that were completed during the year. The Planning, Projects, and Portfolio Management group maintains the County's Digital Strategy Priority Projects 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Maintain ratio of planned to unplanned work	64-36	70-30	60-40	65-35
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	40%	80%	70%	80%

Performance Measures Descriptions

PM #1 Output- Measure #1-Designed to ensure that project management staff are working on planned projects.
PM #2 Outcome - Designed to ensure that information concerning strategic IT projects are consistently shared with County leadership. Provides transparency to IT work.
PM #3 Outcome - Designed to measure one element of project success, and help ensure that resources are applied to the most strategic projects. In FY 2016, several projects were completed outside of the planned schedule due to changes in scope.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$1,789,246	\$0	\$1,901,257
Contractual Services	\$0	\$40,000	\$0	\$40,000
Materials & Supplies	\$0	\$195,055	\$0	\$210,330
Internal Services	\$0	\$500	\$0	\$500
Total GF/non-GF	\$0	\$2,024,801	\$0	\$2,152,087
Program Total:	\$2,024,801		\$2,152,087	
Program FTE	0.00	11.00	0.00	11.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,024,801	\$0	\$2,152,087
Total Revenue	\$0	\$2,024,801	\$0	\$2,152,087

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 2017: 78302 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. Customer service oriented, professional staff provide support, track service requests, answer questions, offer informal instruction, resolve problems or escalate issues to other IT teams, when necessary.

Program Summary

Help Desk Services provides support and proactive diagnosis of computer equipment and software issues for over 6,000 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 to those 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 64% are resolved at the Help Desk. The other 36%, 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of customer tickets processed	29,288	30,000	30,000	30,000
Outcome	Percent of total calls to the Help Desk that are abandoned	4.31%	5%	5%	5%
Outcome	Calls resolved at the Help Desk	63.7%	60%	60%	60%

Performance Measures Descriptions

PM #1 Output - Tracks the number of tickets created on an annual basis.

PM #2 Output – Percent of calls to the Help Desk that are abandoned. This should be between 0-5 percent per industry standards.

PM #3 Outcome - Percent of calls resolved at the Help Desk without requiring escalation. Target is 60%.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$868,925	\$0	\$920,788
Contractual Services	\$0	\$90,000	\$0	\$40,000
Materials & Supplies	\$0	\$14,015	\$0	\$10,555
Total GF/non-GF	\$0	\$972,940	\$0	\$971,343
Program Total:	\$972,940		\$971,343	
Program FTE	0.00	7.30	0.00	7.40

Program Revenues				
Other / Miscellaneous	\$0	\$972,940	\$0	\$971,343
Total Revenue	\$0	\$972,940	\$0	\$971,343

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 2017: 78303 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 6,000 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 6,000 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 including 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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

PM #1 Output - 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.

PM #2 Outcome - 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	2017	2017	2018	2018
Personnel	\$0	\$720,980	\$0	\$959,447
Contractual Services	\$0	\$0	\$0	\$150,000
Materials & Supplies	\$0	\$1,612,649	\$0	\$1,311,174
Internal Services	\$0	\$10,500	\$0	\$9,500
Capital Outlay	\$0	\$0	\$0	\$75,000
Total GF/non-GF	\$0	\$2,344,129	\$0	\$2,505,121
Program Total:	\$2,344,129		\$2,505,121	
Program FTE	0.00	5.00	0.00	5.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,138,834	\$0	\$2,238,904
Service Charges	\$0	\$205,295	\$0	\$266,217
Total Revenue	\$0	\$2,344,129	\$0	\$2,505,121

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 2017: 78304 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 provides centralized 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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	4%	2%	2%	2%

Performance Measures Descriptions

PM #1 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.

PM #2 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	2017	2017	2018	2018
Personnel	\$0	\$132,566	\$0	\$105,271
Contractual Services	\$0	\$0	\$0	\$48,464
Materials & Supplies	\$0	\$925,402	\$0	\$1,037,994
Total GF/non-GF	\$0	\$1,057,968	\$0	\$1,191,729
Program Total:	\$1,057,968		\$1,191,729	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,057,968	\$0	\$1,191,729
Total Revenue	\$0	\$1,057,968	\$0	\$1,191,729

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 2017: 78305 IT Mobile Device Expense Management

Number of mobile devices increased by 115 devices which drives voice and data increase.

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. Large projects coordinated by WAN Services include office relocations, new facility provisioning, and remodeling. 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. The Security program is responsible for the implementation and on-going monitoring of the security rule of the HIPAA regulation including the investigation of incidents and/or breaches in cooperation with the County's Privacy Officer.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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%
Outcome	County employees exposed to cyber awareness training through managed phishing	60%	80%	80%	80%

Performance Measures Descriptions

PM #1 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.

PM #2 Designed to minimize the impact of cybersecurity incidents involving county computers.

PM #3 Designed to train users to spot phishing and spear phishing attack in order to thwart phishing scams.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$2,117,635	\$0	\$2,133,675
Contractual Services	\$0	\$70,000	\$0	\$212,000
Materials & Supplies	\$0	\$2,586,600	\$0	\$2,595,974
Internal Services	\$0	\$1,000	\$0	\$1,000
Capital Outlay	\$0	\$100,000	\$0	\$0
Total GF/non-GF	\$0	\$4,875,235	\$0	\$4,942,649
Program Total:	\$4,875,235		\$4,942,649	
Program FTE	0.00	12.00	0.00	12.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,853,235	\$0	\$4,942,649
Service Charges	\$0	\$22,000	\$0	\$0
Total Revenue	\$0	\$4,875,235	\$0	\$4,942,649

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 2017: 78306 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 supports user with 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 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 supported 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Desktop device moves are completed 90% on time for requests received 5 days prior to move date	90%	90%	95%	95%
Outcome	New hire devices installed and functional on employee start date on requests received 5 days prior to start day.	90%	90%	90%	90%
Outcome	Device refresh occurs within 3 months of warranty end date.	50%	60%	60%	70%

Performance Measures Descriptions

PM #1 Output Measure - This measures moves of County staff desktop devices from one County location to another.

PM #2 Outcome Measure - This measures our ability to have desktops ready when employee arrives to work on their first day.

PM #3 Outcome Measure - This measures our ability to replace aging desktop devices .

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$1,992,373	\$0	\$2,325,159
Contractual Services	\$0	\$70,000	\$0	\$70,000
Materials & Supplies	\$0	\$171,510	\$0	\$56,550
Internal Services	\$0	\$16,500	\$0	\$18,400
Total GF/non-GF	\$0	\$2,250,383	\$0	\$2,470,109
Program Total:	\$2,250,383		\$2,470,109	
Program FTE	0.00	17.10	0.00	17.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,250,383	\$0	\$2,470,109
Total Revenue	\$0	\$2,250,383	\$0	\$2,470,109

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 2017: 78307 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 Information Technology (IT) assets allowing the County to spread the cost of the equipment replacements over multiple years and keep pace with rapidly changing technology.

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 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percentage of personal computer devices replaced according to replacement schedule (IT.Hardware)	60%	95%	70%	90%
Outcome	Asset database quality, accuracy and completeness	98%	98%	98%	99%

Performance Measures Descriptions

PM #1 Output Measure - This measure tracks how many desktop and laptop devices are replaced according to the replacement schedule.

PM #2 Outcome Measure - Measures the effectiveness of the asset database(s) for quality, accuracy and completeness.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$148,438	\$0	\$0
Materials & Supplies	\$0	\$2,532,222	\$0	\$2,964,008
Capital Outlay	\$0	\$1,033,469	\$0	\$1,558,820
Total GF/non-GF	\$0	\$3,714,129	\$0	\$4,522,828
Program Total:	\$3,714,129		\$4,522,828	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,471,503	\$0	\$3,483,013
Beginning Working Capital	\$0	\$1,242,626	\$0	\$1,039,815
Total Revenue	\$0	\$3,714,129	\$0	\$4,522,828

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 2017: 78308 IT Asset Replacement

Replacement of aging PC devices was slow in FY 2015 and FY 2016 due to IT reorganization and staffing requirements, creating a reduction in device purchases. Funds for these units had been recovered in previous years, per the County replacement cycle, carried into FY 2017 as working capital. In late FY 2016 and throughout FY 2017, the devices scheduled for replacement have been completed, depleting the capital reserves. FY 2018 will begin a new fund collection cycle for these new units.

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 (over 70 systems) and Department of County Human Services (over 80 systems). The wide variety of services focuses 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

This program 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; and 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	80%	65%	81%	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	2017	2017	2018	2018
Personnel	\$0	\$3,883,987	\$0	\$4,030,854
Contractual Services	\$0	\$574,383	\$0	\$628,795
Materials & Supplies	\$0	\$142,980	\$0	\$163,014
Total GF/non-GF	\$0	\$4,601,350	\$0	\$4,822,663
Program Total:	\$4,601,350		\$4,822,663	
Program FTE	0.00	21.00	0.00	21.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,830,463	\$0	\$4,822,663
Total Revenue	\$0	\$4,830,463	\$0	\$4,822,663

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 2017: 78309 IT Health & Human Services Application Services

Personnel and Contract Services increase over FY 2017 due to department requests for accelerated technology modernization initiatives and limited duration Business Systems Analyst.

Department: County Assets

Program Contact: Bob Leek

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

IT Public Safety Application Services provides reliable and effective software systems for Community Justice, Decision Support System for Justice (DSS-J), 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 perform 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	58%	65%	63%	66%
Outcome	Percentage point increase in time spent on planned projects	3%	5%	5%	3%

Performance Measures Descriptions

PM #1 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.

PM #2 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	2017	2017	2018	2018
Personnel	\$0	\$2,788,406	\$0	\$2,842,319
Contractual Services	\$0	\$1,033,000	\$0	\$127,498
Materials & Supplies	\$0	\$86,264	\$0	\$102,211
Internal Services	\$0	\$366	\$0	\$300
Total GF/non-GF	\$0	\$3,908,036	\$0	\$3,072,328
Program Total:	\$3,908,036		\$3,072,328	
Program FTE	0.00	18.00	0.00	18.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,980,183	\$0	\$3,072,328
Total Revenue	\$0	\$3,980,183	\$0	\$3,072,328

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 2017: 78310 IT Public Safety Application Services

FY 2017 contracted services included one-time-only funding for DSSJ development that is longer projected in FY 2018.

Department: County Assets **Program Contact:** Tony Chandler
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

IT General Government Application Services provide software systems for the Department of County Assets (DCA), Department of County Management (DCM), Department of Community Services (DCS), District Attorney's Office and Non-Departmental offices. Services include relationship management, business analysis, and development to implement and maintain in-house and vendor software. The Program focuses on delivering high business value technology to departments and constituents, while maintaining existing systems through application life-cycle and project governance.

Program Summary

The IT General Government Application Services group supports twenty-three systems for DCM and DCA and nine systems for DCS, and provides support for small applications and data and analytics reporting for Non-Departmental offices as well as the District Attorney's office. The program includes the following services:

- Managing requests for IT services and ensuring that requests are well-defined, prioritized and scheduled in alignment with department and County priorities
- Understanding and defining operational needs and recommending effective, innovative technology solutions
- Designing, building, testing, and implementing the selected solutions while sustaining existing systems

Strategies include:

- 1) Freeing up IT resource hours to focus on new project requests by tracking hours and analyzing data, evaluating existing 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 using Total Cost of Ownership to make informed IT investment decisions

Strategies will result in an increase in the time that IT resources have available for higher value projects that will move County business strategies forward.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of employee hours spent on planned work versus unplanned	26%	60%	40%	45%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	-8%	3%	14%	5%

Performance Measures Descriptions

PM #1 Output Measure - Employee hours spent on planned versus unplanned work: 60% planned/40% unplanned. This includes available work time. Planned work provides better customer value, as work can be targeted toward high priority activities.

PM #2 Outcome Measure - The percentage increase in the amount of planned work from unplanned work calculated from th

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$1,581,660	\$0	\$1,487,629
Materials & Supplies	\$0	\$63,367	\$0	\$70,725
Total GF/non-GF	\$0	\$1,645,027	\$0	\$1,558,354
Program Total:	\$1,645,027		\$1,558,354	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,645,027	\$0	\$1,558,354
Total Revenue	\$0	\$1,645,027	\$0	\$1,558,354

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 2017: 78311 IT General Government 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

Data and Reporting Services provides and supports reliable services and software systems that are used across departmental boundaries and serve all County lines of business. Services include geographic maps, platform support for databases, web server support, and support of enterprise analytics tools used for decision making and results measurement. Specific service areas include Geographical Information System (GIS); Database Services, Reporting Services, Business Data Marts, Web Platform Administration, and related customer service management.

Program Summary

GIS services include taxation mapping and tax collection analysis, land use planning, bridge and road planning, crime tracking, law enforcement planning, demographic/population analysis and emergency management and mitigation. An Enterprise GIS environment enables interactive web maps, allows departments to share data, and provide tools for the departments to create their own maps and perform analysis without requiring IT assistance.

Web Services provide the standard platforms for applications that enable access via the internet/intranet to County program information, citizen self-serve/direct access to County services, and electronic transaction processing.

Database and Reporting services provide the data storage and reporting structure and tools to allow information access and sharing with the public, County departments, and external business partners. This includes enterprise data marts used for business intelligence and analytics as well as visualization services.

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.

Measures are focused on increasing the amount of customer work vs IT and administrative work as well as up time, in general, for the platform.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of employee hours spent on customer work versus IT and administrative work	23%	25%	24%	25%
Outcome	Percent of time production systems are available for customer usage (excluding planned outages)	99%	99%	99%	99.9%

Performance Measures Descriptions

PM #1 Output Measure - measures the amount of time employees are working on direct customer tasks.

PM #2 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	2017	2017	2018	2018
Personnel	\$0	\$2,209,085	\$0	\$2,465,276
Contractual Services	\$0	\$169,727	\$0	\$0
Materials & Supplies	\$0	\$633,823	\$0	\$684,090
Capital Outlay	\$0	\$70,000	\$0	\$100,000
Total GF/non-GF	\$0	\$3,082,635	\$0	\$3,249,366
Program Total:	\$3,082,635		\$3,249,366	
Program FTE	0.00	13.60	0.00	15.60

Program Revenues				
Other / Miscellaneous	\$0	\$2,642,901	\$0	\$3,249,366
Total Revenue	\$0	\$2,642,901	\$0	\$3,249,366

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 2017: 78312 IT Data & Reporting Services

Data & Reporting Services increase in FY 2018 is due to the transfer of one FTE from other IT programs. Total FTE in FY 2018 remain constant for the IT division.

Department: County Assets **Program Contact:** Michelle Smith
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

SAP is a Countywide (enterprise) system for managing people, money, materials, services, buildings and maintenance. It is used to manage the business operations of the County. SAP integrates with other applications to become the primary system of record whenever possible. SAP provides timely, relevant and accurate information. SAP resources maintain core business functions as well as enable enterprise wide strategies and goals. SAP provides real time operational data.

Program Summary

As the County's system of record for a majority of business transactions, the SAP support program provides services supporting regulatory reporting requirements, business process analysis and re-engineering, and implementation of process innovation. These services are designed to increase efficiencies in the County's operations and reduce costs. The SAP support team provides direct technical support and configuration for all SAP modules utilized by Multnomah County. The team also provides training, education and technical assistance to County SAP users for business functions including accounts payable, accounts receivable, general ledger, payroll, human resources, and plant maintenance. The team provided by this program offer also support the implementation of SAP-related capital projects.

SAP currently supports the following Countywide users:

- * 557 County staff members that update and maintain SAP data
- * 434 County staff members that display and report on the SAP data
- * In addition to the above, 4,182 County benefit eligible employees that can view their Benefits information via SAP's Employee Self Service
- * 645 County Management and Executives using E-Timesheets to record their time

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Employee hours spent on planned work versus unplanned work.	50%	52%	45%	40%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work.	0%	4%	-5%	-5%

Performance Measures Descriptions

PM #1 Output Measure - Employee hours spent on planned versus unplanned work: This does not include time spent on standard activities (excludes time spent on administrative tasks, sick time, holidays, vacation, etc). Planned work provides better customer value, as work can be targeted toward high priority activities.

PM #2 Outcome Measure - The % increase in the number of planned 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	2017	2017	2018	2018
Personnel	\$0	\$1,535,779	\$0	\$1,500,555
Materials & Supplies	\$0	\$467,054	\$0	\$355,154
Total GF/non-GF	\$0	\$2,002,833	\$0	\$1,855,709
Program Total:	\$2,002,833		\$1,855,709	
Program FTE	0.00	9.00	0.00	8.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,002,833	\$0	\$1,855,709
Total Revenue	\$0	\$2,002,833	\$0	\$1,855,709

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 2017: 78313 IT SAP Application Services

The County awarded the ERP RFP Contract. The Software included in this award is: Workday HR and Financials, Workday Learning Management System, Tririga Enterprise Asset Management (Questica Budget System & SciQuest Supply Chain Management Software currently used by the County). With this award, the SAP project work will decrease accordingly as the new ERP systems are implemented.

The SAP support team has consistently reduced operating costs each year by scaling their workforce to meet efficiency targets. IT further incurred savings by renegotiating SAP support through a third party vendor.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	50%	55%	55%	57%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	2%	2%	2.5%	3%

Performance Measures Descriptions

PM #1 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.

PM #2 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	2017	2017	2018	2018
Personnel	\$0	\$2,198,237	\$0	\$2,198,911
Contractual Services	\$0	\$100,000	\$0	\$100,000
Materials & Supplies	\$0	\$1,086,800	\$0	\$1,296,200
Total GF/non-GF	\$0	\$3,385,037	\$0	\$3,595,111
Program Total:	\$3,385,037		\$3,595,111	
Program FTE	0.00	14.40	0.00	13.40

Program Revenues				
Other / Miscellaneous	\$0	\$3,523,511	\$0	\$3,595,111
Total Revenue	\$0	\$3,523,511	\$0	\$3,595,111

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 2017: 78314 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 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 continues to expand its work in developing web-based and mobile device-based applications for patrons of the Multnomah County Library. The team is working closely with the Library to develop the next generation of public-access computing solutions, including desktops, laptops, tablets, applications, and free access to the Internet for Library patrons. The Library expects to complete the selection, configuration, and implementation of a new Library Information System, a key component of most day to day activities including inventory management and patron information. The Library also plans to research and implement a Partner Relationship Management (PRM) database to support improvements in managing the relationships between the Library and its hundreds of partner organizations. Finally, the Library continues its work on Digital Equity, with actions tied to the Digital Equity Action Plan jointly adopted by the County and the City of Portland.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	49%	55%	50%	55%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	3%	5%	4%	5%

Performance Measures Descriptions

PM #1 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.

PM #1 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	2017	2017	2018	2018
Personnel	\$0	\$258,854	\$0	\$487,771
Materials & Supplies	\$0	\$19,410	\$0	\$18,210
Total GF/non-GF	\$0	\$278,264	\$0	\$505,981
Program Total:	\$278,264		\$505,981	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$278,264	\$0	\$505,981
Total Revenue	\$0	\$278,264	\$0	\$505,981

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 2017: 78315 IT Library Application Services

Added a dedicated IT contract negotiator at the request of Library management to expedite Library IT procurement.

Department: County Assets

Program Contact: Bob Leek

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs: 78320

Program Characteristics:
Executive Summary

This program offer accounts for shared expenses of the IT Division. It includes Facilities and Administrative Hub costs, some 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) and the cost of IT trainers supported by the IT organization to provide IT training and consultation countywide are also budgeted in this program offer. Software licensing and maintenance costs for four systems used throughout the County (Questica, Multco Marketplace, NeoGov, and Telecom Expense Management) are also included in this program.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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

PM #1 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.

PM #2 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	2017	2017	2018	2018
Personnel	\$0	\$683,225	\$0	\$818,146
Materials & Supplies	\$0	\$578,351	\$0	\$712,034
Internal Services	\$0	\$5,071,851	\$0	\$10,728,211
Unappropriated & Contingency	\$0	\$884,510	\$0	\$884,510
Total GF/non-GF	\$0	\$7,217,937	\$0	\$13,142,901
Program Total:	\$7,217,937		\$13,142,901	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,333,427	\$0	\$12,258,391
Beginning Working Capital	\$0	\$884,510	\$0	\$884,510
Total Revenue	\$0	\$7,217,937	\$0	\$13,142,901

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 2017: 78316 IT Shared Operating Expenses

Debt repayment associated with the Network Convergence and East County Data Center projects was completed in FY2017. In FY2018, debt repayment associated with the Enterprise Resource Planning program will begin and continue for an estimated length of seven years. The estimate to be collected for each year will be calculated and included in the budget for each year.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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

PM #1 Output Measure - ensures that backup data is available offsite on disk or tape in the event of equipment failure or service disruption.
 PM #2 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	2017	2017	2018	2018
Personnel	\$0	\$3,978,375	\$0	\$4,102,246
Contractual Services	\$0	\$7,200	\$0	\$11,000
Materials & Supplies	\$0	\$1,022,230	\$0	\$1,133,415
Total GF/non-GF	\$0	\$5,007,805	\$0	\$5,246,661
Program Total:	\$5,007,805		\$5,246,661	
Program FTE	0.00	24.75	0.00	24.75

Program Revenues				
Other / Miscellaneous	\$0	\$5,007,805	\$0	\$5,246,661
Total Revenue	\$0	\$5,007,805	\$0	\$5,246,661

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 2017: 78317 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 requests the carryover of funds to continue a number of the County's multi-year cybersecurity program that is currently in process. The efforts include the replacement of the County's legacy firewall platform (the primary network defense system that protects the County from external cyber threats); replacement of the end of life email security monitoring 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 FY 2016. The firewall analysis and re-architecture plan was completed. Vendor product demos, proof of concepts, and final product selection was completed. An accompanying log management and analysis tool will be selected and procured by end of FY 2017. Procurement of the enterprise firewall platform is in process and implementation will be completed by end of FY 2018. The data center fabric redesign, purchase and implementation portion of the project will begin in FY 2018 and will carry over to FY 2019.

Security improvement work and vulnerability remediation for a critical business system was completed in FY 2016. The email security monitoring project was also implemented and completed in FY 2016.

Efforts planned for FY 2017 include expanding our security awareness training program for the County staff, procuring and implementing tools dedicated to the management and monitoring of our systems in the "cloud" and in our physical data center and the purchase and implementation of a tool that can assist in assessing the risks and responsibilities associated with incidents that may be data breaches. In 2016, Multnomah County saw a 50% increase in the number of compliance incidents that involved inadvertent or unauthorized exposure of protected information.

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 assist in the education of our staff on not only what they can do to recognize 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 scale-able protections for those activities. We will be selecting and implementing tools that can assist in the monitoring.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	% of project completion for firewall and data center fabric redesian	N/A	75%	25%	75%
Outcome	Next generation firewall in production	N/A	75%	25%	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 the firewall system addresses the security and operational needs of the county.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$1,091,197	\$0	\$791,669
Materials & Supplies	\$0	\$175,413	\$0	\$0
Total GF/non-GF	\$0	\$1,266,610	\$0	\$791,669
Program Total:	\$1,266,610		\$791,669	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,266,610	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$791,669
Total Revenue	\$0	\$1,266,610	\$0	\$791,669

Explanation of Revenues

This program will carryover unspent one time only revenues into FY 2018 as beginning working capital through project completion.

Significant Program Changes

Last Year this program was: FY 2017: 78318 IT 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 FY 2016 is under way, and new items have been identified and addressed with in FY 2017. Continued diligence and planning are expected as an ongoing component of this program offer. Requesting FY 2017 carryover to continue the project completions in FY 2018.

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

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 Multnomah County District Attorney (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 MCDA'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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Successful project completion based on agreed upon scope, timeline, and budget.	N/A	100%	25%	100%
Outcome	Creation and implementation of a set of project plans for the replacement of the existing system	N/A	100%	80%	100%
Quality	Assignment of dedicated project manager to ensure appropriate oversight and project management	NA	1	1	1

Performance Measures Descriptions

PM #1 Output Measure: This project is expected to be complete within FY 2018. The scope, timeline, and budget at completion will be evaluated against the agreed upon schedule, budget, and deliverables.

PM #2 Outcome Measure: The success of the project is dependent on the set of project plans.

PM #3 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	2017	2017	2018	2018
Contractual Services	\$0	\$1,574,456	\$0	\$1,357,077
Total GF/non-GF	\$0	\$1,574,456	\$0	\$1,357,077
Program Total:	\$1,574,456		\$1,357,077	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,574,456	\$0	\$300,000
Beginning Working Capital	\$0	\$0	\$0	\$1,057,077
Total Revenue	\$0	\$1,574,456	\$0	\$1,357,077

Explanation of Revenues

This program will use \$300,000 new one time only funding in addition to \$852,106 in BWC from previous one time only funding that is carried into this fiscal year as beginning working capital.

Significant Program Changes

Last Year this program was: FY 2017: 78319 CRIMES Replacement

The project initiated in January 2017. The timeline for the project is 12-18 months.

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs: 78316
Program Characteristics:

Executive Summary

This program supports the implementation of a new Enterprise Resource Planning (ERP) suite of integrated technology that includes Workday, Tririga, Sciquest, and Questica. The current ERP technology is outdated, the existing vendor contract terms are unfavorable, and operational requirements are unable to be achieved with the existing technology. The result of this effort will transform County business operations and improve staff efficiency and effectiveness.

Program Summary

This program will implement the new ERP suite of technology. The implementation includes Deloitte Consulting as the Systems Integrator. The County's ERP Project Management Office will partner with Deloitte Consulting to manage and implement the overall program. The comprehensive project team will implement new two new systems, Workday and Tririga, and will integrate other major systems to provide a holistic ERP technology suite. The program will replace the existing SAP solution, automate key business processes such as employee time sheets and performance management, provide improved reporting, and will be accessible via mobile devices. The new technology suite is planned to go live July 2018.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Successful completion of project milestones based on agreed upon scope, timeline, and budget.	NA	NA	NA	100%
Outcome	Creation and implementation of a set of project plans (schedule, cost, and quality) for the implementation of th	NA	NA	NA	100%

Performance Measures Descriptions

Output Measure: This project will have a set of milestones to achieve a system go-live of July 2018. The scope, timeline, and budget at milestone delivery 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.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$172,967	\$0	\$190,365
Contractual Services	\$0	\$0	\$0	\$37,109,635
Materials & Supplies	\$0	\$0	\$0	\$4,000,000
Total GF/non-GF	\$0	\$172,967	\$0	\$41,300,000
Program Total:	\$172,967		\$41,300,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$41,300,000
Total Revenue	\$0	\$0	\$0	\$41,300,000

Explanation of Revenues

This program will be fully funded by \$41,300,000 in County Bond sales and to be paid back over time by internal clients. These internal client charges are budgeted in Program Offer 78316-18 IT Shared Operating Expenses.

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Garret Vanderzanden

Program Offer Type: Internal Service **Program Offer Stage:** As Adopted

Related Programs:
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 #78401-18), 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, and 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.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of billable hours	73%	72%	73%	73%
Outcome	Percent of vehicles out of service less than 48 hrs	45%	55%	50%	55%
Quality	Percent of Customers Rating Service as Excellent	98%	90%	95%	95%

Performance Measures Descriptions

PM #1: Output - A measure of productivity that evaluates Fleet Technician's time spent working on vehicles/equipment.

PM #2: Outcome - A measure that looks at the percentage of vehicles and equipment returned to programs in 48 hrs or less.

PM #3: Quality - 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	2017	2017	2018	2018
Personnel	\$0	\$1,024,536	\$0	\$1,080,776
Contractual Services	\$0	\$526,590	\$0	\$405,188
Materials & Supplies	\$0	\$1,713,330	\$0	\$1,813,350
Internal Services	\$0	\$970,207	\$0	\$1,046,334
Capital Outlay	\$0	\$70,000	\$0	\$497,101
Unappropriated & Contingency	\$0	\$22,780	\$0	\$0
Total GF/non-GF	\$0	\$4,327,443	\$0	\$4,842,749
Program Total:	\$4,327,443		\$4,842,749	
Program FTE	0.00	9.90	0.00	10.90

Program Revenues				
Other / Miscellaneous	\$0	\$3,962,443	\$0	\$4,310,785
Beginning Working Capital	\$0	\$350,000	\$0	\$516,964
Service Charges	\$0	\$15,000	\$0	\$15,000
Total Revenue	\$0	\$4,327,443	\$0	\$4,842,749

Explanation of Revenues

The program is funded by internal service charges through the Fleet Fund. Internal service reimbursements estimates are based on historical data, current service levels, and FY 2018 charge rates. The FY 2018 budget has been developed based on FY 2016 cumulative charges.

Significant Program Changes

Last Year this program was: FY 2017: 78400 Fleet Services

Adding 1.0 FTE Data Analyst Sr. and increase in capital equipment expenditures.

Department: County Assets

Program Contact: Garret Vanderzanden

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Vehicle replacement planning is provided as an interdependent function. 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

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of vehicles and equipment on delayed replacement	12%	10%	10%	10%
Outcome	Surplus gross vehicle and equipment sales revenue as % of purchase	18%	20%	20%	20%

Performance Measures Descriptions

PM #1 Output - Based on the percentage of vehicles that have gone beyond the date established for purchasing a replacement.

PM #2 Outcome - Reviews revenue received upon disposal of Fleet capital assets.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Capital Outlay	\$0	\$5,965,054	\$0	\$6,800,494
Total GF/non-GF	\$0	\$5,965,054	\$0	\$6,800,494
Program Total:	\$5,965,054		\$6,800,494	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,832,300	\$0	\$2,010,944
Financing Sources	\$0	\$0	\$0	\$4,768,000
Interest	\$0	\$20,000	\$0	\$21,550
Beginning Working Capital	\$0	\$4,112,754	\$0	\$0
Total Revenue	\$0	\$5,965,054	\$0	\$6,800,494

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.

Significant Program Changes

Last Year this program was: FY 2017: 78401 Fleet Vehicle Replacement

Fleet Vehicle Replacement Program moved from Fleet Services Fund 3501 to new Fund 3502 DCA Fleet Asset Replacement.

Department: County Assets

Program Contact: Andrez Posada

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:

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. In addition, the downtown County employees' transportation needs are met by a third party CarShare program. 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Motor Pool trips	16,363	16,500	16,400	16,500
Outcome	Vehicle availability	99%	99%	99%	99%

Performance Measures Descriptions

PM #1 Output: An estimated number of trips (capacity) required to meet customer business transportation needs.

PM #2 Outcome: A measure of ability to supply vehicles for those needs.

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	2017	2017	2018	2018
Personnel	\$0	\$176,925	\$0	\$179,121
Contractual Services	\$0	\$82,457	\$0	\$0
Materials & Supplies	\$0	\$452,101	\$0	\$391,558
Internal Services	\$0	\$111,914	\$0	\$147,832
Capital Outlay	\$0	\$0	\$0	\$60,458
Unappropriated & Contingency	\$0	\$5,359	\$0	\$0
Total GF/non-GF	\$0	\$828,756	\$0	\$778,969
Program Total:	\$828,756		\$778,969	
Program FTE	0.00	2.25	0.00	2.25

Program Revenues				
Other / Miscellaneous	\$0	\$828,256	\$0	\$757,941
Beginning Working Capital	\$0	\$0	\$0	\$21,028
Service Charges	\$0	\$500	\$0	\$0
Total Revenue	\$0	\$828,756	\$0	\$778,969

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 2017: 78402 Motor Pool

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 mail, training and consultation, and management of mail services contracts.

Program Summary

Distribution Services effectively manages County resources and minimizes service delivery costs through:

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of pieces of mail processed.	1,506,468	1,400,000	1,500,000	1,500,000
Outcome	Miles driven per citizen complaint.	33,618	16,809	33,618	16,809
Input	Number of mail stops on dedicated routes.	173	175	173	175

Performance Measures Descriptions

PM #1 Output - The number of pieces of mail processed is a measure of customers' transaction-based business mailing needs.

PM #2 Outcome - Captures how well the employees are presenting themselves while driving a County vehicle out in the field.

PM #3 Input - The number of mail stops on dedicated routes is a measure of the customer's requested on-demand distribution

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$579,476	\$0	\$596,277
Contractual Services	\$0	\$3,025	\$0	\$3,000
Materials & Supplies	\$0	\$671,186	\$0	\$765,550
Internal Services	\$0	\$280,755	\$0	\$273,612
Capital Outlay	\$0	\$293,689	\$0	\$432,725
Unappropriated & Contingency	\$0	\$106,600	\$0	\$0
Total GF/non-GF	\$0	\$1,934,731	\$0	\$2,071,164
Program Total:	\$1,934,731		\$2,071,164	
Program FTE	0.00	6.60	0.00	6.60

Program Revenues				
Other / Miscellaneous	\$0	\$1,513,554	\$0	\$1,573,932
Beginning Working Capital	\$0	\$331,000	\$0	\$429,377
Service Charges	\$0	\$90,177	\$0	\$67,855
Total Revenue	\$0	\$1,934,731	\$0	\$2,071,164

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 2017: 78403 Distribution Services

Increase in capital equipment expenditures.

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 an information scientist (data analyst senior), two professional records managers/archivists (program specialists) and two records administration assistants. The data analyst senior also serves as the Records Officer, fulfilling a state-mandated role, and also functioning as the lead worker.

The primarily 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
- Locating Records services, 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Records Retrievals and Interfiles (Record Actions) Performed on Behalf of Customers	3973	5000	4618	4300
Outcome	Percentage Increase of Reference and Referral Requests Compared to Previous Fiscal Year	2.83%	30.0%	-6.61%	10.00%
Output	Cubic Feet of Boxes, Microfilm Rolls, Maps and Plans Maintained in Records Center and Archives	54,789	55,202	61,335	60,000

Performance Measures Descriptions

PM #1 Output: Record actions remain relatively stable.

PM # 2: Combination of in-person, telephone, and website statistics.

PM #3: Physical Records Center holdings expected to decrease, and historic archives and e-records 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	2017	2017	2018	2018
Personnel	\$0	\$509,516	\$0	\$503,840
Contractual Services	\$0	\$31,500	\$0	\$54,850
Materials & Supplies	\$0	\$37,450	\$0	\$69,405
Internal Services	\$0	\$496,467	\$0	\$603,176
Capital Outlay	\$0	\$75,896	\$0	\$222,173
Unappropriated & Contingency	\$0	\$60,570	\$0	\$0
Total GF/non-GF	\$0	\$1,211,399	\$0	\$1,453,444
Program Total:	\$1,211,399		\$1,453,444	
Program FTE	0.00	5.20	0.00	5.20

Program Revenues				
Other / Miscellaneous	\$0	\$1,073,399	\$0	\$1,061,133
Beginning Working Capital	\$0	\$138,000	\$0	\$392,311
Total Revenue	\$0	\$1,211,399	\$0	\$1,453,444

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 FY2016.

Significant Program Changes

Last Year this program was: FY 2017: 78404 Records Management

Increase in capital equipment expenditures and HPRM software licenses.

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 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 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 organization 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 a 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 meet the requirements of 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 life cycle 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Strategic Sourcing Initiatives undertaken and completed	6	8	19	18
Outcome	Percent of goods available from and purchased via Multco MarketPlace	36%	45%	33%	35%

Performance Measures Descriptions

PM #1 Output - Strategic Sourcing Initiatives undertaken and completed reflects the implementation rate of the County's Strategic Sourcing practices, which improve strategic purchases.

PM #2 Outcome - Percentage of annual goods purchased via the County's Multco MarketPlace indicates the volume of spending that has been driven to the e-Marketplace 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	2017	2017	2018	2018
Personnel	\$450,077	\$0	\$448,626	\$0
Materials & Supplies	\$5,000	\$0	\$4,750	\$0
Internal Services	\$44,920	\$0	\$34,256	\$0
Total GF/non-GF	\$499,997	\$0	\$487,632	\$0
Program Total:	\$499,997		\$487,632	
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.

Significant Program Changes

Last Year this program was: FY 2017: 78405 Countywide Strategic Sourcing

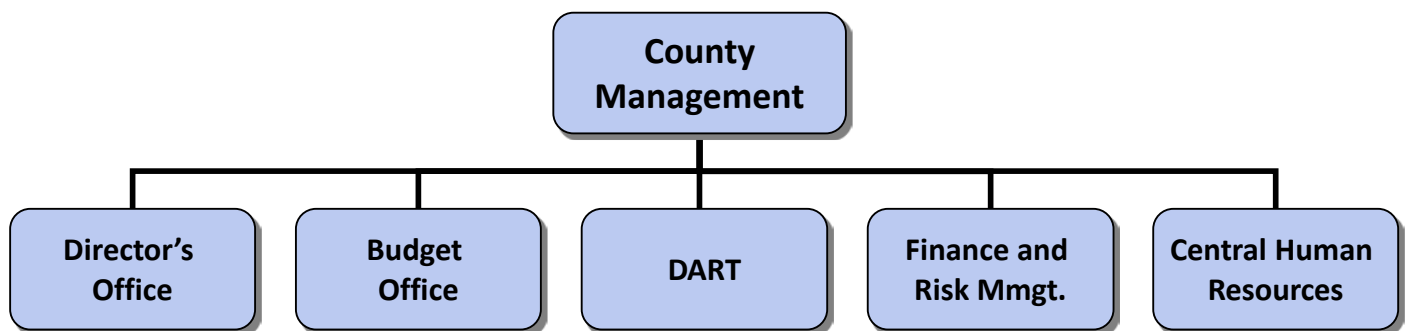
No significant changes.

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 the Central Budget Office 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 Chief Human Resources Officer (CHRO) work closely with the Chair, County Attorney and Chief Information Officer (CIO) to ensure strong and consistent management of day-to-day county operations.

DCM faces a number of opportunities and challenges in the coming year. Financing for major capital and IT projects, including the Downtown Courthouse, Health Department Headquarters and Enterprise Resource Planning (ERP) system will continue to be a focus. DCM will play a major role in the implementation of the new ERP system as both Finance and Risk Management and Central Human Resources have critical roles. DART will be focused on its technology upgrade as it goes live with new Assessment and Taxation software in two phases. The economic uncertainty created by the State budget gap, policy changes at the Federal level, and faster cost growth and slower revenue growth will create challenges for county leadership. DCM will continue to provide high level analysis, proactive planning and disciplined management as we work to manage the county’s risk, maintain our financial resiliency, and serve our dynamic community.



Budget Overview

The Department of County Management’s (DCM) budget is \$155.75 million and has 256.35 FTE in all funds. This is a decrease of \$5.0 million or 3.1% over the FY 2017 Adopted Budget. Budgeted positions have increased by 3.50 FTE. The General Fund budget has decreased by \$5.68 million (-12.4%) to \$40.2 million. Other Funds have increased by \$0.69 million.

Personnel Services have increased by \$2 million (6.5%) due to the addition of 3.50 FTE, COLA and step adjustments. Contractual Services have decreased by \$7.18 million. The main reasons for the reduction are \$2.5 million from the transfer of Tax Title Affordable Housing (72040) to Nondepartmental (10057), and the majority of funding in A Home for Everyone Capital Investments (72041), a one-time capital investment in affordable housing, will be expended FY 2017 with the execution of an Intergovernmental Agreement with the City of Portland. The largest category of expenditures in all funds is in materials and supplies at \$106.97 million. This is mostly budgeted in the Risk Fund for medical and dental insurance costs. Risk Fund expenditures in this category have increased by \$1.25 million due to rate changes. Capital Outlay of \$1.18 million is budgeted by A Home for Everyone Capital Investments (72041).

The following programs are funded on a one-time-only basis:

- DART County Clerk Carryover (72025B) \$211,000
- DART Residential Development Program (72036) \$635,648
- A Home for Everyone Capital Investments (72041) \$1,175,000
- Mental Health System Mapping (72042) \$60,000
- Inclusive Start-Up Investment Project (72043) \$150,000

In addition, \$100,000 of Capital Asset Strategic Planning’s (72013) budget is funded on a one-time-only basis.

Budget Trends	FY 2016	FY 2017	FY 2017	FY 2018	
	Actual	Current Estimate	Adopted Budget	Adopted Budget	Difference
Staffing FTE	247.16	252.85	252.85	256.35	3.50
Personnel Services	\$28,004,709	\$29,173,125	\$30,660,458	\$32,652,720	\$1,992,262
Contractual Services	5,386,114	11,613,689	16,469,086	9,286,121	(7,182,965)
Materials & Supplies	92,390,179	100,325,334	105,948,396	106,973,843	1,025,447
Internal Services	5,077,766	5,356,095	5,263,396	5,662,076	398,680
Debt Service	1,813	0	0	0	0
Capital Outlay	<u>2,357,302</u>	<u>1,225,000</u>	<u>2,400,000</u>	<u>1,175,000</u>	<u>(1,225,000)</u>
Total Costs	\$133,217,884	\$147,693,243	\$160,741,336	\$155,749,760	(\$4,991,576)

Successes and Challenges

DCM strives to maintain the highest possible level of support to the administrative infrastructure and preserve the county's compliance with external regulatory requirements. To that end, DCM evaluates its programs for process efficiency on an ongoing basis. Notable successes this year included:

Director's Office/Countywide Corporate Functions: Restructured County leadership governance groups and meetings, establishing a new more inclusive senior Leadership Council, a weekly Director's Council meeting between department directors and the COO, and retired the Operations Council in order to facilitate decision-making in more focused subject matter groups such as the Finance Managers Forum and HR Executive Council. The Evaluation and Research Unit (ERU) created a new countywide community of practice for research and program evaluation staff. The Strategic Capital Planning Program continued to build the foundation for a comprehensive 20 year strategic capital plan that will unite the existing capital planning efforts in Transportation, Facilities and IT.

Budget Office: The County received the Government Finance Officers Association's Distinguished Budget Presentation Award for the FY 2017 budget. Ninety-three percent of respondents to the annual budget survey rated the Budget Office as "good" or "excellent", up from 87% for FY 2016.

Finance and Risk Management: The County's Investment Portfolio earnings increased by almost 45% in FY 2016 as a result of enhanced portfolio strategy and rising interest rates. For the second year in a row, the County had a clean external audit of financial statements and federal expenditures. Multnomah County was recognized for leading a collaborative effort to introduce safer products in public procurement as the recipient of the Oregon Environmental Council's first annual "Healthy Purchasing Champion" award. Receipt of this award highlights the county's commitment to procure environmentally-friendly and sustainable items. Central Purchasing's continued efforts to support better stewardship of the county's resources resulted in more than 60,000 pounds of surplus items diverted from the waste stream.

Central Human Resources: Began implementation of the HR Strategic Plan which will guide the division's work through FY 2020. Developed a suite of resources to bring greater consistency and quality to recruitment and hiring, countywide. The Evaluation and Research Unit performed in-depth program evaluations of two countywide HR initiatives affecting employee recruitment, retention and succession planning: The Leadership Academy and the Minimum Qualifications Initiative. HR began a systematic review of classification structures and practices to ensure they are accurate, thorough and meet the organization's future needs.

The Division of Assessment, Recording & Taxation (DART): Added approximately \$2.3 billion of new taxable value, increasing the taxes levied by \$50 million.

Diversity and Equity

DCM believes that a strong and healthy county begins with an equitable and diverse workforce and community. The following projects, both complete and in-progress, help DCM ensure a more inclusive and equitable work environment:

Developed department mission, vision and values statements and held the first all-staff retreat to foster a more connected and inclusive environment.

The Evaluation & Research Unit worked with the office of Diversity and Equity and Employee Resource Groups to research actions based on the results of the countywide employee survey. Labor Relations is applying the Equity Lens to the bargaining process. The Evaluation & Research Unit is evaluating how the Minimum Qualifications project and Leadership Academy affect different demographics.

DART formed an employee survey response team to address their findings from the countywide employee survey and recommend solutions. DART participates in the Office of Diversity and Equity College to County internship program and will provide work experience to six interns in the coming year. The Economic Development program works with local financial institutions and foundations to leverage the County's investment dollars to support under-served and vulnerable populations.

The Fiscal Compliance group provides guidance to small non-profit human service contractors in complying with federal rules and regulations. Central Purchasing's MWESB Program is devoted to providing equal opportunity and encourages Minority, Women, and Emerging Small Business firms to compete for county contracting opportunities.

Budget by Division

Division Name	FY 2018 General Fund	Other Funds	Total Division Cost	Total FTE
DCM Director's Office	\$3,190,490	\$0	\$3,190,490	11.50
Budget Office	2,420,611	0	2,420,611	13.00
Finance and Risk Management	9,090,000	8,831,434	17,921,434	62.00
Central Human Resources	4,318,880	103,576,517	107,895,397	35.35
Division of Assessment, Recording & Taxation (DART)	<u>21,182,928</u>	<u>3,138,900</u>	<u>24,321,828</u>	<u>134.50</u>
Total County Management	\$40,202,909	\$115,546,851	\$155,749,760	256.35

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 countywide 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, Department of Community Justice, and Library are supervised by the COO, providing a crucial link between corporate policy setters and department implementers.

Significant Changes

The DCM Business Services Program (72015) was previously located in DART and is moving into the Director's Office in recognition of its department-wide role. The program has 8.50 FTE and provides business and financial services in the form of budget development, accounts receivable, accounts payable, grant accounting, procurement and contracting as well as administrative and general accounting support.

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 on workforce equity and operational effectiveness.

Staff assist departments by 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 and fiscal matters; identify and resolve financial problems; and support County labor relations in collective bargaining and cost analysis.

Significant Changes

The Mental Health System Mapping program (72042) is a new one-time-only program budgeted at \$60,000.

For display purposes, the recently re-established Evaluation and Research Unit has been broken out from the Budget Office program offer to more clearly show the functions housed within the Budget Office division.

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 32 years. Staff members in the division serve in leadership positions on statewide professional organizations and advisory boards. This serves as recognition by peers and demonstrates the ways Finance and Risk Management programs strive for innovative solutions.

Significant Changes

The Fiscal Compliance program (72012) was previously budgeted under program offers 72004 - FRM General Ledger (2.00 FTE) and 72003 - FRM Chief Financial Officer (1.00 FTE). The change provides greater transparency.

Accounts Payable (72002) increased a Finance Specialist 2 position from 0.50 FTE to 1.00 FTE to provide operations support and expanded transaction audit capacity in the Pcard program.

The Purchasing program (72005) includes a new Finance Supervisor position to take on additional supervisory duties needed to manage changes resulting from the ERP replacement project. It is kept within target by the elimination of a vacant Procurement Analyst position and additional cuts.

Property & Liability Risk Management (72006) procured 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.

In Treasury (72008), the Finance Manager position has been reclassified to an Investment Officer. This position will manage the County's cash and investments.

The Purchasing program added a Program Specialist position to validate compliance with the County's MWESB program (72021) by contractors and subcontractors on capital projects.

Central Human Resources

The Central Human Resources Division is driven by its strategic plan mission: "Supporting the people who serve our community."

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 Chief Human Resources Officer 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;
- Countywide training and organizational development;
- HR process monitoring and evaluation;
- Recruitment and retention systems and processes;
- Employee Benefits and Wellness programs.

Significant Changes

No significant changes.

Division of Assessment, Recording and Taxation (DART)

The Division of Assessment, Recording and Taxation (DART) collects and distributes approximately \$1.6 billion in annual property taxes on behalf of all Multnomah County taxing districts, ensuring all property is valued and taxed according to Oregon law. DART includes the statutorily required functions of the Tax Assessor, Tax Collector and certain County Clerk functions, including Recording, Marriage Licenses, Domestic Partnership Registrations, Passports and the Board of Property Tax Appeals.

Overall, DART maintains 346,000 property tax accounts, calculates tax levies, certifies the tax roll, processes payments and distributes property taxes to 69 taxing districts. The Division provides property tax customer service for all its functions, maintains ownership records and property descriptions, and is responsible for the management and disposition of the County's tax foreclosed property.

Significant Changes

All areas of DART continue to experience workload increases. For FY 2018, DART Appraisal added over 1,800 new property accounts, an increase of over \$2.3 billion of statutory taxable value and an estimated \$50 million in additional taxes (\$80 million overall for 2016-17). DART's customer service saw increases across the board in services provided: overall inquiries increased from 110,000 to 120,000, recorded documents increased from 148,000 to over 164,000, marriage licenses and domestic partnership registrations increased from 7,700 to 7,900, and public counter transactions increased from 55,000 to over 56,000. Passport applications, once again, saw the largest increase from 8,700 to 11,935 applications, a 37% increase year over year.

To manage workload increases, DART has relied heavily on process improvement efforts that collaboratively facilitate review, discussion and change to processes within work units. For FY 2018, these efforts will intensify as DART replaces its 20 year old assessment and taxation software system. The new system will require work units to identify new business processes that will facilitate this transition. DART is converting temporary funds to 2.00 FTE. These positions will better equip Industrial Valuation and GIS Cartography to manage increased workloads and provide GIS analysis capabilities in support of DART valuation. A new Residential Development Program is added to improve accuracy of the County assessment records, ensure statutory compliance and provide training opportunities for diverse groups in our community. DCM Business Services moved to the Director's Office in recognition of its department-wide role. Tax Title Affordable Housing is moved to the Joint Office on Homelessness.

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 2018 General Fund	Other Funds	Total Cost	FTE
DCM Director's Office					
72000	DCM Director's Office	\$516,009	\$0	\$516,009	2.00
72013	Capital Assets Strategic Planning	404,539	0	404,539	1.00
72015	DCM Business Services	1,094,942	0	1,094,942	8.50
72041	A Home for Everyone Capital Investments Carryover	1,175,000	0	1,175,000	0.00
Budget Office					
72001	Budget Office	1,922,347	0	1,922,347	10.00
72014	Evaluation and Research Unit	438,264	0	438,264	3.00
72042	Mental Health System Mapping	60,000	0	60,000	0.00
Finance and Risk Management					
72002	FRM Accounts Payable	865,232	0	865,232	7.60
72003	FRM Chief Financial Officer	1,400,928	223,975	1,624,903	2.95
72004	FRM General Ledger	831,055	0	831,055	7.00
72005	FRM Purchasing	2,348,953	0	2,348,953	19.00
72006	FRM Property & Liability Risk Management	0	3,590,985	3,590,985	2.50
72007	FRM Payroll/Retirement Services	928,608	0	928,608	8.45
72008	FRM Treasury and Tax Administration	1,938,973	0	1,938,973	4.00
72009	FRM Worker's Compensation/Safety & Health	0	4,626,528	4,626,528	5.50
72010	FRM Recreation Fund Payment to Metro	0	87,287	87,287	0.00
72011	FRM Economic Development	270,000	183,798	453,798	1.00
72012	FRM Fiscal Compliance	356,251	0	356,251	3.00
72021	FRM MWESB Contract Compliance	0	118,861	118,861	1.00
72043	Inclusive Start-Up Investment Project	150,000	0	150,000	0
Central Human Resources					
72016	Central HR Administration	1,606,825	0	1,606,825	5.63
72017	Central HR Services	1,875,291	0	1,875,291	10.60
72018	Central HR Labor Relations	836,764	54,863	891,627	4.85
72019	Central HR Unemployment	0	1,004,841	1,004,841	0.15
72020	Central HR Employee Benefits	0	102,516,813	102,516,813	14.12

County Management

fy2018 adopted budget

Prog. #	Program Name	FY 2018 General Fund	Other Funds	Total Cost	FTE
Division of Assessment, Recording and Taxation (DART)					
72023	Div of Assessment, Recording & Taxation Administration	721,317	0	721,317	3.30
72024	DART Customer Service	1,036,353	0	1,036,353	9.10
72025A	DART County Clerk Functions	1,630,001	0	1,630,001	13.50
72025B	DART County Clerk Carryover	211,000	0	211,000	0.00
72026	DART Ownership	434,497	0	434,497	4.20
72027	DART Tax Revenue Management	1,948,438	0	1,948,438	12.00
72028	DART GIS/Cartography & Parcel Management	1,048,554	0	1,048,554	8.30
72029	DART Assessment Performance Analysis	497,509	0	497,509	3.30
72030	DART Property Assessment Special Programs	1,178,970	0	1,178,970	8.40
72031	DART Personal Property Assessment	1,383,083	0	1,383,083	10.30
72032	DART Property Assessment Industrial	1,035,866	0	1,035,866	8.30
72033	DART Commercial Property Appraisal	2,107,236	0	2,107,236	15.40
72034	DART Residential Property Appraisal	4,061,204	0	4,061,204	31.60
72035	DART Assessment & Taxation System Upgrade	0	3,138,900	3,138,900	0.00
72036	DART Residential Development Program	635,648	0	635,648	0.00
72037	DART Applications Support	1,441,694	0	1,441,694	4.70
72038	DART Tax Title	<u>1,811,558</u>	<u>0</u>	<u>1,811,558</u>	<u>2.10</u>
Total County Management		\$40,202,909	\$115,546,851	\$155,749,760	256.35

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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 Chief 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.

County governance committees were restructured in FY 2017, allowing for richer and deeper collaboration, and critical situational awareness between the director and department directors. This will be important going forward as the director serves as the Executive sponsor for the Enterprise Resource Planning (ERP) System Steering Committee. The director will also be working with senior leadership to increase technological literacy and proficiency in an ever-changing technological landscape.

The director will work closely with department directors, the Chair and Commissioners to manage any budget shortfalls created by changes in Federal and State funding in FY 2018. The Director's Office will also continue to build support for the countywide strategic framework plan developed by department and Non-Departmental directors and the new DCM mission, vision, and values statement.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Monthly monitoring of countywide performance and organizational health	0	0	5	12
Outcome	Percent of identified "problem trends" addressed timely	100%	100%	100%	100%
Output	County-wide executive leadership training events held	4	4	4	4
Output	Regional multi-jurisdictional leadership events held	1	1	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. In 2017, the county again hosted leaders from neighboring jurisdictions for a conversation on how local governments respond to the new American demographics.

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	2017	2017	2018	2018
Personnel	\$389,428	\$0	\$407,477	\$0
Contractual Services	\$61,754	\$0	\$61,754	\$0
Materials & Supplies	\$11,200	\$0	\$11,200	\$0
Internal Services	\$35,679	\$0	\$35,578	\$0
Total GF/non-GF	\$498,061	\$0	\$516,009	\$0
Program Total:	\$498,061		\$516,009	
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 2017: 72000 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 to 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.

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 cost control analyses
- Prepares the supplemental budget and maintains the legal budget throughout the course of the year

Staff also assist departments in measuring performance of County programs; 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.

Over the past 15 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of budget modifications processed (includes internal)	198	200	200	200
Outcome	% of budget modifications entered into SAP within 4 weeks of Board approval	94%	95%	95%	95%
Quality	Percent error in General Fund Revenue Forecast	2.71%	2.0%	0.96%	2.0%
Quality	% of customers rating Budget Office efforts as either "good" or "excellent" *	88%	94%	93%	92%

Performance Measures Descriptions

*Because the budget process ends prior to the beginning of the fiscal year, the FY 2017 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	2017	2017	2018	2018
Personnel	\$1,554,611	\$0	\$1,530,739	\$0
Contractual Services	\$30,000	\$0	\$32,000	\$0
Materials & Supplies	\$151,000	\$0	\$117,287	\$0
Internal Services	\$246,159	\$0	\$242,321	\$0
Total GF/non-GF	\$1,981,770	\$0	\$1,922,347	\$0
Program Total:	\$1,981,770		\$1,922,347	
Program FTE	10.00	0.00	10.00	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 2017: 72001 Budget Office

For FY 2018, program offer 72014 Evaluation and Research has been split out from this program.

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 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

Central 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.

Central Accounts Payable promotes continuous process improvement by exploring/adopting AP best practices while leveraging technology to evolve the AP 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 County's sustainability goals.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Payments Processed	136,096	128,000	123,938	128,000
Outcome	Percent of Invoices Paid On Time within std NET 30	87.1%	89%	85.5%	87%
Outcome	Percent of Total Payments that are Electronic	71.5%	72%	71.4%	72%
Outcome	Procurement Card Rebates	\$216,706	\$191,000	\$290,000	\$290,000

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. Increased revenue attributed to contract and rate re-neotiations.

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	2017	2017	2018	2018
Personnel	\$755,458	\$0	\$848,484	\$0
Materials & Supplies	\$16,330	\$0	\$16,748	\$0
Total GF/non-GF	\$771,788	\$0	\$865,232	\$0
Program Total:	\$771,788		\$865,232	
Program FTE	7.10	0.00	7.60	0.00

Program Revenues				
Other / Miscellaneous	\$191,180	\$0	\$290,180	\$0
Total Revenue	\$191,180	\$0	\$290,180	\$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 bank's credit card programs. The majority is from Bank of America's purchasing card program; rebates from BOA are generally 1.4% 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 2017: 72002 FRM Accounts Payable

The 0.50 FTE Finance Specialist position is increased to 1.0 FTE to provide operations support and expanded transaction audit capacity in the Pcard program. The position will provide increased vendor maintenance and check management, including stop payments, returns and dormancy. The position will also conduct monitoring and audits of cash equivalents

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 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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

Several financial functions laid out in Oregon Revised Statutes and County Code are directly and indirectly the responsibility of the Chief Financial Officer.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$451,513	\$69,500	\$458,656	\$75,275
Contractual Services	\$30,000	\$0	\$30,000	\$0
Materials & Supplies	\$23,645	\$0	\$27,000	\$0
Internal Services	\$853,027	\$143,479	\$885,272	\$148,700
Total GF/non-GF	\$1,358,185	\$212,979	\$1,400,928	\$223,975
Program Total:	\$1,571,164		\$1,624,903	
Program FTE	2.60	0.35	2.60	0.35

Program Revenues				
Other / Miscellaneous	\$0	\$212,979	\$0	\$223,975
Total Revenue	\$0	\$212,979	\$0	\$223,975

Explanation of Revenues

This program is supported by General Fund and Risk Fund revenues.

Significant Program Changes

Last Year this program was: FY 2017: 72003 FRM Chief Financial Officer

1.0 FTE Finance Supervisor has been moved to program offer 72012-18 FRM-Fiscal Compliance.

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 program manages central financial accounting and reporting, including the annual external financial audit, the indirect cost allocation plan, the comprehensive framework of internal controls, as well as general countywide accounting support and assistance.

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 governmental entities in the United States receive this award annually.

General Ledger prepares the County's cost allocation plan needed to recover central and departmental overhead and administrative indirect costs from external revenue sources. GL also maintains internal controls and the chart of accounts.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of properly stated balance sheet accounts per review of external auditors	300	300	300	300
Outcome	Number of Comprehensive Annual Financial Report audit deficiency comments from external auditors	0	0	0	0
Quality	Number of days Comprehensive Annual Financial Report is completed after fiscal year end	174	174	161	149

Performance Measures Descriptions

Fewer balance sheet accounts identified with misstatements indicate a high degree of accuracy in the financial statements (CAFR) and effective internal controls are in place (approx. 300 total accounts). External auditors express their opinion on the County's CAFR, including assessment of the risks of material misstatement of the financial statements. "0" means the auditors identified no deficiencies or weaknesses in internal controls. Financial reports should be issued soon enough after the close of a period to affect better decision making.

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.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$774,917	\$0	\$800,915	\$0
Contractual Services	\$6,500	\$0	\$6,500	\$0
Materials & Supplies	\$23,840	\$0	\$23,640	\$0
Total GF/non-GF	\$805,257	\$0	\$831,055	\$0
Program Total:	\$805,257		\$831,055	
Program FTE	7.00	0.00	7.00	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 2017: 72004 FRM General Ledger

Fiscal compliance services moved out of the General Ledger program and are now captured separately in the FRM Fiscal Compliance program (72012-18). This move results in a decrease of 2.0 FTE in 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), Service Disabled Veterans, 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 supports the County's sustainability goals 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of contracts awarded to MWESB and QRF businesses	11%	25%	20%	20%
Outcome	Number of sustained protests on formal procurements	0	0	0	0
Output	Number of formal RFP and Bid solicitations issued	87	80	45	50
Output	Number of contracts and amendments processed	1227	1000	965	965

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	2017	2017	2018	2018
Personnel	\$2,117,119	\$0	\$2,203,725	\$0
Contractual Services	\$73,882	\$0	\$13,219	\$0
Materials & Supplies	\$89,560	\$0	\$132,009	\$0
Total GF/non-GF	\$2,280,561	\$0	\$2,348,953	\$0
Program Total:	\$2,280,561		\$2,348,953	
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 2018 is \$2,000.

Significant Program Changes

Last Year this program was: FY 2017: 72005 FRM Purchasing

In FY17, the County began implementing a new procurement and contracting system, SciQuest, as a precursor to the ERP replacement project. Over the next three fiscal years, the County's procurement and contracting work will experience both significant restructuring, leading to greater efficiencies, and greater consolidation within Central Purchasing. This program offer includes a new Finance Supervisor position to take on the additional supervisory duties needed to manage these changes. It is kept within target by the elimination of a vacant Procurement Analyst position and additional cuts.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of policies for insured risks and statutory bonds purchased/renewed*	17	17	17	17
Outcome	Total Cost of Risk as a percentage of operational budget**	.46	.59	.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 annually to other public entities. It 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	2017	2017	2018	2018
Personnel	\$0	\$197,840	\$0	\$323,810
Contractual Services	\$0	\$240,000	\$0	\$230,105
Materials & Supplies	\$0	\$3,408,145	\$0	\$3,037,070
Total GF/non-GF	\$0	\$3,845,985	\$0	\$3,590,985
Program Total:	\$3,845,985		\$3,590,985	
Program FTE	0.00	1.50	0.00	2.50

Program Revenues				
Other / Miscellaneous	\$0	\$3,845,985	\$0	\$3,590,985
Total Revenue	\$0	\$3,845,985	\$0	\$3,590,985

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 2017: 72006 FRM Property & Liability Risk Management

Software and maintenance costs increased due to the procurement of 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.

1.0 FTE (.50 of a HR Technician and .50 of a HR Analyst) was moved from program offer 72009-18 (Risk-Workers Comp & Safety). The adjusted FTE allocation better reflects the current workload of positions.

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. The program supports the County's sustainability goals 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average number of payments issued per period*	6,988	7,100	7,157	7,300
Outcome	Percent issued without error*	99%	99%	99%	99%
Output	Percent of employees participating in Deferred Comp**	53%	56%	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	2017	2017	2018	2018
Personnel	\$842,970	\$0	\$875,448	\$0
Contractual Services	\$25,000	\$0	\$23,000	\$0
Materials & Supplies	\$29,205	\$0	\$30,160	\$0
Total GF/non-GF	\$897,175	\$0	\$928,608	\$0
Program Total:	\$897,175		\$928,608	
Program FTE	8.45	0.00	8.45	0.00

Program Revenues				
Other / Miscellaneous	\$149,741	\$0	\$151,998	\$0
Total Revenue	\$149,741	\$0	\$151,998	\$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 2018 is \$134,998 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 2017: 72007 FRM Payroll/Retirement Services

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 16% 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Compliance with Investment Policy*	1	1	1	1
Outcome	Tax Returns Filed-Motor Vehicle and Transient Lodging**	323	315	380	380
Outcome	Ensure County's Cash Flow Needs are Met***	1	1	1	1
Output	Number of Business Accounts in County****	74,000	69,300	82,000	90,000

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.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$421,626	\$0	\$428,339	\$0
Contractual Services	\$1,442,531	\$0	\$1,492,094	\$0
Materials & Supplies	\$18,340	\$0	\$18,540	\$0
Total GF/non-GF	\$1,882,497	\$0	\$1,938,973	\$0
Program Total:	\$1,882,497		\$1,938,973	
Program FTE	4.00	0.00	4.00	0.00

Program Revenues				
Interest	\$120,000	\$0	\$120,000	\$0
Service Charges	\$132,400	\$0	\$154,000	\$0
Total Revenue	\$252,400	\$0	\$274,000	\$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 2017: 72008 FRM Treasury and Tax Administration

A Finance Manager position has been reclassified to an Investment Officer in FY17

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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	.8

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	2017	2017	2018	2018
Personnel	\$0	\$853,691	\$0	\$793,423
Contractual Services	\$0	\$349,000	\$0	\$338,755
Materials & Supplies	\$0	\$3,418,075	\$0	\$3,494,350
Total GF/non-GF	\$0	\$4,620,766	\$0	\$4,626,528
Program Total:	\$4,620,766		\$4,626,528	
Program FTE	0.00	6.50	0.00	5.50

Program Revenues				
Other / Miscellaneous	\$0	\$4,620,766	\$0	\$4,626,528
Total Revenue	\$0	\$4,620,766	\$0	\$4,626,528

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 2017: 72009 FRM Worker's Compensation/Safety & Health

1.0 FTE (.50 of a HR Technician and .50 of a HR Analyst) was moved to program offer 72006-18 (Risk-Property and Liability). The adjusted FTE allocation better reflects the current workload of positions.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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	2017	2017	2018	2018
Contractual Services	\$0	\$100,000	\$0	\$85,000
Internal Services	\$0	\$2,640	\$0	\$2,287
Total GF/non-GF	\$0	\$102,640	\$0	\$87,287
Program Total:	\$102,640		\$87,287	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$102,640	\$0	\$87,287
Total Revenue	\$0	\$102,640	\$0	\$87,287

Explanation of Revenues

Revenues represent Multnomah County's share of state Marine Fuel Tax.

Significant Program Changes

Last Year this program was: FY 2017: 72010 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 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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	1	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 2018 payments will total approximately \$270,000.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$134,761	\$0	\$137,819
Contractual Services	\$173,000	\$2,615	\$270,000	\$3,000
Materials & Supplies	\$0	\$34,030	\$0	\$34,030
Internal Services	\$0	\$8,909	\$0	\$8,949
Total GF/non-GF	\$173,000	\$180,315	\$270,000	\$183,798
Program Total:	\$353,315		\$453,798	
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 2017: 72011 FRM Economic Development

Department: County Management **Program Contact:** Eric Arellano
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Fiscal Compliance 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. The unit manages the County's annual Single Audit (audit of the County's federal expenditures) and provides countywide grant management policy development, guidance, and support to County departments.

Program Summary

Fiscal Compliance is responsible for administering Countywide grant compliance oversight and performing subrecipient monitoring for all County human services contracts to ensure compliance to Federal and State requirements. In fiscal year 2016 the County received \$55 million in Federal grant funding of which \$16 million was passed-thru to subrecipients.

Fiscal Compliance performs annual risk assessments (which includes a financial statement review) on all contracts receiving Federal funds to ensure compliance with external standards/regulations and assesses the entities financial health. In the most recent year, Fiscal Compliance performed 48 risk assessments (20 pre-award and 28 renewals). Fiscal Compliance performed 20 site audits covering \$5.2 million in federal expenditures. The performed oversight helps department programmatic staff carry out service delivery by ensuring subrecipients are compliant with grant requirements and are financially stable.

Fiscal Compliance manages and coordinates the annual Single Audit for the County. The program also administers the County's fiscal grants management user group which supports County grants administration, grants policy, and grant compliance efforts.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total risk assessments performed on County contracts receiving Federal funds	48	48	50	50
Outcome	Percent of total County pass-through dollars actively monitored by Fiscal Compliance	40%	68%	65%	65%

Performance Measures Descriptions

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 percentage/count monitored indicates greater coverage and decreased County financial risk as it relates to human services providers.

Legal / Contractual Obligation

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	2017	2017	2018	2018
Personnel	\$315,082	\$0	\$349,401	\$0
Materials & Supplies	\$0	\$0	\$6,850	\$0
Total GF/non-GF	\$315,082	\$0	\$356,251	\$0
Program Total:	\$315,082		\$356,251	
Program FTE	3.00	0.00	3.00	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:

This is a new program offer for fiscal year 2018, but the expenditures and FTE are not new. The Fiscal Compliance program was previously budgeted under program offers 72004 - FRM General Ledger (2.0 FTE) and 72003 - FRM Chief Financial Officer (1.0 FTE). The change provides greater transparency to the Fiscal Compliance work function.

Department: County Management **Program Contact:** Peggidy Yates
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The purpose of the Capital Assets Strategic Planning 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 and Chief Financial Officer to create an integrated capital budget that addresses connections between infrastructure costs, debt capacity 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 Assets Strategic Planning Program is responsible for the creation and maintenance of a long-term capital asset management "master" plan with a 15 – 20 year timeline. The Capital Planning Director, with support of key departmental stakeholders, oversees the planning process and final capital master plan. This includes working in conjunction with the Budget Office and Finance to align the forecasted revenue and expenditure trends, evaluate financing strategies, and connect capital plans to yearly operating budgets and countywide financial planning. The director also oversees and coordinates the work of both the Capital Planning Steering Committee and the Capital Planning Technical Team. 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.

This program is located in the Department of County Management and reports directly to the Chief Operating Officer.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Infrastructure Need Report	N/A	N/A	1	0
Outcome	Percent of future infrastructure needs accurately identified	N/A	100%	0	100%
Output	Development of long-range capital management "master plan"	N/A	1	0	1
Output	Annual report on capital planning program presented to the Board of County Commissioners	N/A	1	0	1

Performance Measures Descriptions

The Capital Assets Strategic Planning Program was a new program offer in 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	2017	2017	2018	2018
Personnel	\$275,232	\$0	\$215,060	\$0
Contractual Services	\$0	\$0	\$155,914	\$0
Materials & Supplies	\$7,750	\$0	\$8,520	\$0
Internal Services	\$1,826	\$0	\$25,045	\$0
Total GF/non-GF	\$284,808	\$0	\$404,539	\$0
Program Total:	\$284,808		\$404,539	
Program FTE	2.00	0.00	1.00	0.00

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

Explanation of Revenues

This program is supported by county General Fund revenues, of which \$100,000 is one-time-only.

Significant Program Changes

Last Year this program was: FY 2017: 72013 Capital Asset Strategic Planning

1.00 FTE position reallocated to Professional Services for FY 2018

Department: County Management

Program Contact: Anna Plumb

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Evaluation and Research Unit (ERU) performs program evaluation and research on workforce equity, operational effectiveness, and business intelligence both countywide and within the Department of County Management. The ERU monitors and analyzes key metrics of countywide organizational health; evaluates the effectiveness of countywide initiatives; regularly consults countywide on research and evaluation practice; and works with system partners to evaluate cross-departmental county programs.

Program Summary

The Evaluation and Research Unit performs program evaluation and research on workforce equity, operational effectiveness, and business intelligence both countywide and within the Department of County Management. The ERU currently monitors and analyzes key metrics of countywide organizational health; evaluates the effectiveness of countywide initiatives; regularly consults countywide on research and evaluation practice, and works with system partners to evaluate cross-departmental county programs, including a partnership with the Joint Office of Homeless Services to design and implement evaluations of the A Home for Everyone project to end homelessness in the region.

In FY 2018 the ERU will work with the Workday Implementation team to ensure that Workday incorporates the metrics necessary to accurately and effectively evaluate county organizational health and effectiveness. In addition, the ERU will: complete a review of countywide workforce analytics and workforce equity; issue and analyze the biannual countywide employee survey of to up to 6000 employees; perform research and evaluation for the Department of County Management; respond to information requests from county leadership; and consult countywide on program evaluation, analytical methods, and data visualization to assist departments in developing internal research and evaluation capacity. Examples of past consulting projects include analysis of regional housing costs, surveys of county employees on behalf of county leadership, reviewing surveys for other departments, and presentation(s) on Dashboarding Best Practices to countywide financial staff.

The ERU will also continue to sponsor and manage a countywide Community of Practice for county research and evaluation staff that the ERU founded in FY 2017.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of reports, presentations, and dashboards issued	N/A	N/A	50	50
Outcome	Response rate to the Countywide Employee Survey	59%	59%	59%	62%
Outcome	Percent of information and consulting requests responded to within a week.	N/A	N/A	100%	100%
Output	Number of events for the countywide Community of Practice for Program Evaluation and Research	N/A	N/A	6	6

Performance Measures Descriptions

Response rate to the FY 2013 and FY 2015 Countywide Employee surveys were both 59%. We are estimating a 3% increase in response rate for the FY 2017 survey (which will be reported in FY 2018).

Response to an information or consulting request is defined as initial acknowledgement and arrangement of a planning conversation.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$366,590	\$0	\$402,135	\$0
Materials & Supplies	\$0	\$0	\$36,129	\$0
Total GF/non-GF	\$366,590	\$0	\$438,264	\$0
Program Total:	\$366,590		\$438,264	
Program FTE	3.00	0.00	3.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 72001 Budget Office

Department: County Management **Program Contact:** Travis Graves
Program Offer Type: Support **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Department of County Management (DCM) Business Services Program provides business services to the Department through exercising sound, accurate and transparent financial management. The Program coordinates development of the Department Budget, performs financial functions of accounts receivable, accounts payable, grant accounting, procurement and contracting and provides administrative and general accounting support to the Department.

Program Summary

The Department of County Management (DCM) Business Services Program is responsible for coordination and development of a balanced budget that meets Oregon Budget Law, County policies, and the accounting practices established by the County's Chief Financial Officer. Business Services ensures that the Department's budget adequately supports operations and aligns with the programs authorized by the Board of County Commissioners.

Business Services is responsible for developing the annual DCM budget through collaboration with department programs; for monitoring, analysis, tracking, and financial reporting throughout the fiscal year; for administration of the budget, including position control, adjustments, amendments and modifications; and for tracking and monitoring various revenue streams. Business Services continually monitors departmental spending throughout the budget cycles to ensure spending within designated spending limits.

Business Services is responsible for grant accounting, accounts receivable, accounts payable, travel and training arranging and reconciliations, mileage reimbursements, procurement card management, timekeeping, general accounting and administrative support. The program is responsible for consultation, oversight and delivery of the procurement and purchasing of goods and services in support of DCM operations, as well as a variety of County-wide contracts and Intergovernmental Agreements. The contracts team provides consultation, procurement development, contract development, negotiation, risk assessment and management, supplier/vendor management and ongoing contract administration.

Business Services ensures compliance with applicable financial policies, accounting standards and practices, and further ensures contracts meet County Attorney standards and provide legal authority to procure goods and services. Business Services collaborates with departmental partners in the review of Administrative Procedures, policies and the implementation of best practices; and participates in cross-county teams such as the Finance Managers Forum, Purchasing Advisory Council, Purchasing Leaders Councils, Strategic Sourcing Council, and Finance Users Group.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of Accounts Receivable Transactions processed	3,611	0	3,600	3,600
Outcome	Percentage of Contracts processed following established policies and processes	100%	0	100%	100%
Outcome	% of out of town travel and training events reconciled within 30 days of travel return date	75%	0	75%	90%
Outcome	% of Accounts Payable invoices paid in 30 days or less	85%	0	80%	90%

Performance Measures Descriptions

New Program Offer for FY18 Budget; Measures were established during FY2016 and FY2017 during program development. Outcomes tracking the percentages of contracts issued under established processes, of accounts payable invoices paid within 30 days, and travel & training reconciled within 30 days, demonstrates adequate controls and processes are in place to ensure compliance with county policies and best practices. Actual results for Travel & Training dependent upon various factors impacting ability to complete reconciliations within prescribed timelines. Efforts to improve results underway.

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. Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. The County Public Contract Review Board (PCRB) Rules and Administrative Procedures CON-1 and PUR-1 define procurement and contracting processes within the constraints of ORS requirements. DCM Contracts utilizing 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	2017	2017	2018	2018
Personnel	\$678,742	\$0	\$933,920	\$0
Materials & Supplies	\$0	\$0	\$33,445	\$0
Internal Services	\$0	\$0	\$127,577	\$0
Total GF/non-GF	\$678,742	\$0	\$1,094,942	\$0
Program Total:	\$678,742		\$1,094,942	
Program FTE	6.50	0.00	8.50	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

New DCM Program for FY2018. Transferred 7.50 FTE from Division of Assessment, Recording & Taxation Administration Program 72023-18. Added 1.00 FTE, converted from temp staff in DART. Total 8.50 FTE. Reports to and is incorporated into the DCM Director Division.

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 Chief Human Resources Officer 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of countywide job applications in the Neogov applicant tracking system.	26,476	27,000	25,500	25,000
Outcome	Percentage of employees indicating that they are fully engaged in their jobs	N/A	90%	91%	91%

Performance Measures Descriptions

Output: The number of countywide job applications measures the number of applicants interested in county employment, this number is expected to decline with recruitment optimization projects. Outcome: 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	2017	2017	2018	2018
Personnel	\$819,681	\$0	\$876,977	\$0
Contractual Services	\$63,506	\$0	\$45,106	\$0
Materials & Supplies	\$46,430	\$0	\$64,830	\$0
Internal Services	\$544,079	\$0	\$619,912	\$0
Total GF/non-GF	\$1,473,696	\$0	\$1,606,825	\$0
Program Total:	\$1,473,696		\$1,606,825	
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 2017: 72016 Central HR Administration

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent of employees satisfied with training they received.	96.04%	95%	95%	95%
Outcome	Percent of total positions reclassified, revised, updated.	12%	16.5%	27.6%	10.1%
Output	Number of Countywide training class attendees.	5494	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 in classrooms, does not include e-learning. which have increased.

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	2017	2017	2018	2018
Personnel	\$1,508,356	\$0	\$1,580,954	\$0
Contractual Services	\$140,000	\$0	\$140,000	\$0
Materials & Supplies	\$63,700	\$0	\$63,700	\$0
Internal Services	\$88,821	\$0	\$90,637	\$0
Total GF/non-GF	\$1,800,877	\$0	\$1,875,291	\$0
Program Total:	\$1,800,877		\$1,875,291	
Program FTE	10.60	0.00	10.60	0.00

Program Revenues				
Service Charges	\$25,000	\$0	\$25,000	\$0
Total Revenue	\$25,000	\$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 2017: 72017 Central HR Services

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, and the Personnel Rule (work rules) that apply to all 100%.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Labor disputes.	112	120	138	113
Outcome	Percentage of labor disputes settled collaboratively.	96%	90%	91%	93%

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 2017 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	2017	2017	2018	2018
Personnel	\$773,150	\$48,135	\$810,800	\$49,688
Contractual Services	\$7,000	\$0	\$7,000	\$0
Materials & Supplies	\$15,850	\$0	\$15,850	\$0
Internal Services	\$0	\$9,947	\$3,114	\$5,175
Total GF/non-GF	\$796,000	\$58,082	\$836,764	\$54,863
Program Total:	\$854,082		\$891,627	
Program FTE	4.60	0.25	4.60	0.25

Program Revenues				
Other / Miscellaneous	\$0	\$58,082	\$0	\$54,863
Total Revenue	\$0	\$58,082	\$0	\$54,863

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 2017: 72018 Central HR Labor Relations

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 Unemployment Insurance Program provides unemployment benefits to eligible workers who are unemployed due to layoff or other discharge for reasons other than misconduct. Unemployment insurance replaces part of the income that employees lose when they become unemployed.

Program Summary

The Unemployment Insurance Program ensures eligible workers secure financial assistance. The program provides accurate and timely monitoring and reporting, and participates in all hearings to decrease costs and liability due to fraudulent claims. A benefits claim decision will typically favor the applicant if reports are late, data is inaccurate or an employer fails to respond to requested clarification.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of employee claims for unemployment.	298	420	340	352
Outcome	Percentage of unemployment claim appeals found in the County's favor.	67%	60%	75%	60%
Output	Number of unemployment appeals.	6	12	4	7

Performance Measures Descriptions

Outputs and Outcomes: It is the County's goal to support maximum unemployment benefit claims for eligible applicants and minimize fraudulent claims. A higher percentage of claims appealed and subsequently found in the County's favor means a lower expense and lower risk to the County.

Legal / Contractual Obligation

Unemployment Insurance benefits are mandated by federal and state laws. Oregon Employment Law, statues 657.005 and 657.010, Federal Unemployment Act Social Security Act.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$31,831	\$0	\$33,770
Materials & Supplies	\$0	\$922,489	\$0	\$971,071
Total GF/non-GF	\$0	\$954,320	\$0	\$1,004,841
Program Total:	\$954,320		\$1,004,841	
Program FTE	0.00	0.15	0.00	0.15

Program Revenues				
Other / Miscellaneous	\$0	\$954,320	\$0	\$1,004,841
Total Revenue	\$0	\$954,320	\$0	\$1,004,841

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 2017: 72019 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 Program provides comprehensive health coverage, basic and supplemental life insurance options, health, dependent care and transportation spending accounts, leave management and short/long term disability benefits for approximately 13,000 eligible individuals, including employees, spouses or domestic partners, dependent children and retirees. The program includes a Wellness component, which promotes and supports a healthier workforce, serving employees and families by providing a wide variety of activities, education and services to promote well-being.

Program Summary

Internal administration of the Benefit Programs supports the County's unique business, labor 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 help reduce employee absenteeism and health plan costs, while enhancing employee retention, morale, and productivity. The Employee Wellness Program serves the specific health needs of our employees as documented by health plan claims and population health data, and employee input. The Wellness Program focuses on chronic disease prevention and management through programs and policies that support healthy eating and physical activity, weight control, stress management, resiliency and overall health and wellbeing. Health plan partnerships and resources supplement program efforts.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Medical plan annual member count	12,100	14,500	12,600	12,500
Outcome	Participation in County Wellness Programs FY 2017	2,400	2,400	2,960	3000
Efficiency	County's monthly per employee benefit cost (increase)	5.0%	6.0%	6.0%	6.0%

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 \$1,864.54.

National average health benefit increase has been 6.0%. and is expected to increase in 2018 by 6.0%.

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 a 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	2017	2017	2018	2018
Personnel	\$0	\$2,814,935	\$0	\$3,096,558
Contractual Services	\$0	\$1,603,587	\$0	\$1,478,962
Materials & Supplies	\$0	\$96,035,405	\$0	\$97,532,236
Internal Services	\$0	\$336,937	\$0	\$409,057
Total GF/non-GF	\$0	\$100,790,864	\$0	\$102,516,813
Program Total:	\$100,790,864		\$102,516,813	
Program FTE	0.00	14.12	0.00	14.12

Program Revenues				
Other / Miscellaneous	\$0	\$100,724,664	\$0	\$102,480,213
Service Charges	\$0	\$50,000	\$0	\$20,400
Total Revenue	\$0	\$100,774,664	\$0	\$102,500,613

Explanation of Revenues

Sources of revenue are: departmental contributions for health plan coverage (\$79,453,642 actives/\$7,079,718 Retirees), Short and Long Term Disability (\$1,903,355) and Life Insurance (\$504,362); benefit administration charge, (\$3,501,405), employee payroll deductions (both pre- and post- tax) for benefit plan participation (\$5,111,706), premium payments from retirees and COBRA participants (\$4,174,760), and operational refunds/forfeitures/rebates/performance guarantee penalties from vendors (\$350,400).

Significant Program Changes

Last Year this program was: FY 2017: 72020 Central HR Employee Benefits

-Removal of revenue item \$550,000 from expired retiree reinsurance refund program (tax credits due to Federal and State subsidies) (CC-705500/GL-50310)

-Removal of expenditure items \$110,880 and \$113,400 for terminated State and Federal reinsurance programs (CC-705218/GL-60280)

Department: County Management

Program Contact: Brian Smith

Program Offer Type: Innovative/New Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The County has recently broken ground on two significant multi-year capital construction projects: The Downtown Courthouse Replacement and the Health Department Headquarters. Each of these projects has significant requirements in regards to Workforce Training and Hiring, and subcontractor utilization analysis. Through recent discussions with the project teams it was determined that there would be significant efficiency if there were a single person who oversaw these activities for both projects.

Program Summary

Based on our recent experience with the Sellwood Bridge project, the teams believe that this position should be working with the County's existing MWESB program infrastructure which is located in Central Purchasing. The position is responsible for ensuring provisions of the Workforce Training and Hiring Program, Good Faith Effort Program, and the Minority Women, and Emerging Small Business (MWESB) Programs. Specifically, this position gather and prepare data for analysis, including certified payroll data, monthly employment reports, and monthly utilization reports. It will also develop and manage databases used to organize and analyze data to ensure compliance by contractors and subcontractors on County projects, including but not limited to the Courthouse construction project and the Health Department Headquarters construction project. This position will also provide technical, administrative and compliance assistance necessary for the implementation of the MWESB programs as it relates to the Chair's Diversity initiatives.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Monthly project reports for Courthouse Replacement Project and Health Department Headquarters Project.				12
Outcome	Actionable monthly information to track performance requirements and subcontractor utilization				12

Performance Measures Descriptions

Performance Measure #2: Actionable monthly information to track performance of workforce training and hiring program requirements and subcontractor utilization by prime contractors.

Legal / Contractual Obligation

This position is central to validating compliance with the County's MWESB program, which includes Workforce Training and Hiring requirements as well as utilization of State Certified subcontractors.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$0	\$113,861
Materials & Supplies	\$0	\$0	\$0	\$5,000
Total GF/non-GF	\$0	\$0	\$0	\$118,861
Program Total:	\$0		\$118,861	
Program FTE	0.00	0.00	0.00	1.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: County Management **Program Contact:** Mike Vaughn
Program Offer Type: Administration **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

DART Administration plans, directs, and coordinates 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 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 345,000 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 performs the duties of the Tax Collector who certifies the billing, collecting, and distribution of over \$1.6 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 administration 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.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total Number of Property Tax Accounts Administered	344,065	345,000	345,786	346,500
Outcome	Percent Acceptable Compliance Reports Required by Oregon Department of Revenue	100%	100%	100%	100%
Efficiency	Administrative Costs as a Percent of Actual Expenditures	5.77%	6.5%	6.00%	6.00%
Efficiency	Cost of Collection per Account (in Dollars)	\$3.63	\$4.00	\$3.96	\$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	2017	2017	2018	2018
Personnel	\$524,460	\$0	\$449,672	\$0
Contractual Services	\$5,000	\$0	\$5,000	\$0
Materials & Supplies	\$186,170	\$0	\$178,850	\$0
Internal Services	\$188,128	\$0	\$87,795	\$0
Total GF/non-GF	\$903,758	\$0	\$721,317	\$0
Program Total:	\$903,758		\$721,317	
Program FTE	3.30	0.00	3.30	0.00

Program Revenues				
Fees, Permits & Charges	\$70,000	\$0	\$78,500	\$0
Intergovernmental	\$283,811	\$0	\$102,170	\$0
Service Charges	\$20,000	\$0	\$20,000	\$0
Total Revenue	\$373,811	\$0	\$200,670	\$0

Explanation of Revenues

Participation in the Oregon Dept of Revenue's County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% 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 \$3,715,272 for FY18, with \$102,170 allocated to DART Administration. General Fund Revenue of \$78,500 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 2017: 72023 Div of Assessment, Recording & Taxation Administration

Added 1 FTE internal transfer within DART to Administration/Business Services and reclassified to a Finance Specialist 1. For FY18, transferred 7.50 FTE from DART Administration to DCM Business Services Program 72015-18.

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) 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 120,000 inquiries annually, including 55,000 walk-in customers and 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 10,000 over-the-counter tax payments totaling approximately \$46 million dollars annually. Passport photo and County photo ID processes were transferred under supervision of DART Customer Service and relocated to the DART offices. The operational costs are split between DART and Facilities & Property Management. 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 July 2018.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of counter transactions	56,210	55,000	56,000	56,000
Outcome	Average number of transactions per cashier	5,600	5,500	5,600	5,600
Output	Number of phone calls received and answered	64,100	65,000	64,000	64,000
Outcome	Average number of phone calls per operator	6,400	6,200	6,400	6,400

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	2017	2017	2018	2018
Personnel	\$799,818	\$0	\$760,301	\$0
Materials & Supplies	\$16,305	\$0	\$16,454	\$0
Internal Services	\$253,935	\$0	\$259,598	\$0
Total GF/non-GF	\$1,070,058	\$0	\$1,036,353	\$0
Program Total:	\$1,070,058		\$1,036,353	
Program FTE	9.40	0.00	9.10	0.00

Program Revenues				
Intergovernmental	\$272,212	\$0	\$281,246	\$0
Total Revenue	\$272,212	\$0	\$281,246	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% 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 \$3,715,272 for FY2018, with \$281,246 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 2017: 72024 DART Customer Service

For FY18, transferred allocation of .30 FTE Finance Supervisor from DART Customer Service Program Offer 72024-18 to DART Tax Revenue Management 72027-18

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 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 2016, 164,737 documents were recorded, 7,899 Marriage Licenses were processed, 68 Domestic Partnership Registrations were issued and 11,935 Passport Applications were accepted. Last year 735 BoPTA appeals were processed. 6,900 passport photos were taken. 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 120,000 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, 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. 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Marriage Licenses Issued	7,899	7,600	7,800	7,800
Outcome	Number of Accurately Processed Licenses	7,810	7,585	7,720	7,720
Output	Number of Documents Recorded	164,737	170,000	170,000	170,000
Outcome	Average Number of Business Days to Return Original Recorded Documents	4	3	4	4

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	2017	2017	2018	2018
Personnel	\$1,156,493	\$0	\$1,159,994	\$0
Contractual Services	\$97,214	\$0	\$75,946	\$0
Materials & Supplies	\$104,219	\$0	\$104,444	\$0
Internal Services	\$317,602	\$0	\$289,617	\$0
Total GF/non-GF	\$1,675,528	\$0	\$1,630,001	\$0
Program Total:	\$1,675,528		\$1,630,001	
Program FTE	13.70	0.00	13.50	0.00

Program Revenues				
Fees, Permits & Charges	\$5,144,000	\$0	\$5,861,800	\$0
Intergovernmental	\$34,435	\$0	\$37,153	\$0
Other / Miscellaneous	\$35,000	\$0	\$237,400	\$0
Total Revenue	\$5,213,435	\$0	\$6,136,353	\$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 \$320,125. Passport application acceptance fees are \$298,375 and Passport photo fees are \$69,000; Document Recording page fees retained by the County General Fund are \$5,029,800. Recording record copy fees are \$237,400. 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(2) are projected at \$120,500. Fees for filing a Board of Property Tax (BoPTA) Appeal are estimated at \$24,000. BoPTA is allocated \$37,153 of the \$3,715,272 County Assessment Function Funding Assistance (CAFFA) Grant.

Significant Program Changes

Last Year this program was: FY 2017: 72025A DART County Clerk Functions

For FY18, transferred allocation of .20 FTE Finance Supervisor from County Clerk Function Program 72025A-18 to Tax Revenue Management Program 72027-18

Department: County Management **Program Contact:** Rick Teague

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(2), 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 and 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 2018 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 1965 forward are available electronically at public access terminals on site, via the County Clerk Recording system. The digitization of historical records in FY 2018 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of digital records converted and uploaded to Digital Research Room	10,000	1,100,000	100,000	300,000
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. Since FY2013 we converted and uploaded 3.2 million index and document images for years 1965 through 1993. Focus for FY18 will be on document images prior to 1965 and other critical indexes.

Legal / Contractual Obligation

The County Clerk functions are governed by Oregon Revised Statutes (ORS) Chapter 205. ORS 205.320(2) 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	2017	2017	2018	2018
Personnel	\$37,138	\$0	\$77,511	\$0
Contractual Services	\$126,862	\$0	\$133,489	\$0
Total GF/non-GF	\$164,000	\$0	\$211,000	\$0
Program Total:	\$164,000		\$211,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$164,000	\$0	\$211,000	\$0
Total Revenue	\$164,000	\$0	\$211,000	\$0

Explanation of Revenues

The carryover revenue in this Program, in the amount of \$211,000, 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(2).

Significant Program Changes

Last Year this program was: FY 2017: 72025B DART County Clerk Carryover

Prior to 2018 the performance measure was measured in millions of documents digitized. Since the largest percentage of documents utilized by the public have been digitized, we have scaled back the project and will longer need to reference documents in terms of millions digitized.

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 DART Ownership Program is responsible for making real property ownership changes and adding sale information, when applicable, to the tax roll. Through examination of recorded and unrecorded documents, this program verifies the documentation and ensures that the documentation is acceptable for ownership transfers to take place. The Ownership Program maintains a transaction file for complex transfers, which is maintained for permanent retention on microfilm. Program staff interact with the public and internal staff, both on the phones and at the public counter.

Program Summary

The Ownership Program, within the Division of Assessment Recording and Taxation (DART), updates and maintains the ownership records for the majority of real property tax accounts. Recorded documents, such as deeds, contracts and assignments, are the most common instruments used to update the tax roll with correct names and mailing addresses. Additionally, unrecorded documentation is often used for name changes to the tax roll. This documentation includes marriage records, court orders, and death certificates. Accurate ownership information is essential to other DART programs in ensuring that various notices and tax statements are sent to the correct party. This information is also used for the production of county maps. Property sales are utilized by the Valuation Section in the process of updating property values. The Ownership Program monitors certain types of accounts for notification to other areas throughout the organization. Developed databases enable related work units to access shared data, thereby reducing transfer time and the need for paper records. A new assessment and taxation system scheduled to go live July 2018 is expected to further increase efficiencies.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Ownership Changes Processed	35,940	30,000	33,000	31,000
Outcome	Average Number of Days to Complete Ownership Changes	3	3	3	3

Performance Measures Descriptions

The "Number of Ownership Changes Processed" is a combination of ownership changes processed from actual recorded deeds and ownership changes transferred with unrecorded documents (approximately 5% of transfers are from unrecorded documentation). The "Average Number of Days to Complete Ownership Changes" is tracked manually by staff by logging both the date the work is begun and the date of completion. Those numbers are then combined and divided by the actual number of working days in the fiscal year.

Legal / Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 92, 93, 199, 205,222,308,457, 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	2017	2017	2018	2018
Personnel	\$364,045	\$0	\$359,006	\$0
Contractual Services	\$1,474	\$0	\$1,474	\$0
Materials & Supplies	\$1,750	\$0	\$1,450	\$0
Internal Services	\$87,484	\$0	\$72,567	\$0
Total GF/non-GF	\$454,753	\$0	\$434,497	\$0
Program Total:	\$454,753		\$434,497	
Program FTE	4.20	0.00	4.20	0.00

Program Revenues				
Intergovernmental	\$121,788	\$0	\$129,663	\$0
Total Revenue	\$121,788	\$0	\$129,663	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% 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 \$3,715,272 for FY2018, with \$129,663 allocated to DART Ownership Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2017: 72026 DART Ownership

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 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. 360,000 tax statements are sent annually and \$1.6 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 upgraded resulting in cost savings and efficiencies. Customer use of electronic payment options continue to increase. Credit cards are now accepted at the counter. A shopping cart feature was added improving customer service. The warrant release process has been 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. Delinquencies are monitored closely and addressed effectively. A new assessment and taxation computer system, estimated to go live July 2018, is expected to further increase efficiency and improve customer service.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Property Tax Statements Issued	355,180	360,000	360,000	360,000
Outcome	Percentage of Current Year Property Taxes Collected	97.8%	98.0%	98.0%	98%
Outcome	Tax Collected Via Electronic Payment (in millions of dollars)	94.10	140.00	140.00	150.00

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	2017	2017	2018	2018
Personnel	\$1,110,603	\$0	\$1,176,123	\$0
Contractual Services	\$149,450	\$0	\$182,625	\$0
Materials & Supplies	\$64,228	\$0	\$63,352	\$0
Internal Services	\$486,573	\$0	\$526,338	\$0
Total GF/non-GF	\$1,810,854	\$0	\$1,948,438	\$0
Program Total:	\$1,810,854		\$1,948,438	
Program FTE	11.50	0.00	12.00	0.00

Program Revenues				
Fees, Permits & Charges	\$450,400	\$0	\$368,600	\$0
Intergovernmental	\$333,106	\$0	\$370,784	\$0
Other / Miscellaneous	\$5,500	\$0	\$5,500	\$0
Total Revenue	\$789,006	\$0	\$744,884	\$0

Explanation of Revenues

Participation in the statewide County Assessment Function Funding Assistance (CAFFA) Grant reimburses approximately 21% of program expenditures. Grant amounts vary depending upon the state-wide CAFFA pool and Multnomah County's allocated percentage. Multnomah County's share is estimated to be \$3,715,272 for FY2018 with \$370,784 allocated to Tax Revenue Management Program. Program revenues of \$341,100 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, and miscellaneous tax collection and copy fees. Remaining Program support is provided by County General Fund revenue.

Significant Program Changes

Last Year this program was: FY 2017: 72027 DART Tax Revenue Management

For FY18 transferred allocation of .50 FTE Finance Supervisor from 72025A-18 County Clerk Functions and 72024-18 DART Customer Service programs to DART Tax Revenue Management 72027-18.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of New Tax Roll Accounts Created	1,478	770	1,570	1,680
Outcome	Average Number of Changes per FTE	2,930	3,130	3,630	3,750
Output	Number of Mapping & Tax Roll Changes	17,579	19,500	21,820	22,550

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.

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	2017	2017	2018	2018
Personnel	\$761,998	\$0	\$868,500	\$0
Materials & Supplies	\$41,470	\$0	\$43,058	\$0
Internal Services	\$138,801	\$0	\$136,996	\$0
Total GF/non-GF	\$942,269	\$0	\$1,048,554	\$0
Program Total:	\$942,269		\$1,048,554	
Program FTE	8.10	0.00	8.30	0.00

Program Revenues				
Intergovernmental	\$234,515	\$0	\$225,517	\$0
Total Revenue	\$234,515	\$0	\$225,517	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% 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 \$3,715,272 for FY 2018, with \$225,517 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 2017: 72028 DART GIS/Cartography & Parcel Management

Transferred 1.00 FTE to DCM Business Services Program 72015-18; Added +1.00 FTE new GIS Data Analyst position (converted Temp to Permanent); Added .30 FTE allocation of Deputy County Assessor position; transferred .10 FTE Chief Appraiser position to Personal Property Appraisal 72031-18. Net Change +.20 FTE.

Department: County Management **Program Contact:** Denise Terry
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, Business Personal Property, 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Projects Maintained	17	17	19	19
Outcome	Percentage of Neighborhoods in compliance with State standards.	98%	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.

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	2017	2017	2018	2018
Personnel	\$433,758	\$0	\$429,150	\$0
Materials & Supplies	\$18,610	\$0	\$15,732	\$0
Internal Services	\$50,482	\$0	\$52,627	\$0
Total GF/non-GF	\$502,850	\$0	\$497,509	\$0
Program Total:	\$502,850		\$497,509	
Program FTE	3.40	0.00	3.30	0.00

Program Revenues				
Intergovernmental	\$98,591	\$0	\$102,170	\$0
Total Revenue	\$98,591	\$0	\$102,170	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% 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 \$3,715,272 for FY 2018, with \$102,170 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 2017: 72029 DART Assessment Performance Analysis

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. Special Programs maintains property information 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 60% 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 like 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 800 accounts where non-exempt tenants lease from exempt government agencies. SPG is responsible for approximately 4,000 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Accounts Reviewed and Processed for Current Tax Roll	10,073	10,000	10,100	10,100
Outcome	Taxable Market Value Re-established to the Tax Roll (in Millions of dollars)	\$835.8	\$600	\$600	\$650
Input	Total Exempt Accounts Monitored	34,593	35,500	35,500	35,000
Output	Total Number of Accounts Processed for Prior Tax Roll	1,847	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. FY16 Actual had more than typical number of properties with Historic special assessment expiring and taxable value returning to tax roll. The program was subject to a moratorium the following year.

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	2017	2017	2018	2018
Personnel	\$1,152,384	\$0	\$986,122	\$0
Contractual Services	\$1,000	\$0	\$1,000	\$0
Materials & Supplies	\$20,511	\$0	\$21,702	\$0
Internal Services	\$185,445	\$0	\$170,146	\$0
Total GF/non-GF	\$1,359,340	\$0	\$1,178,970	\$0
Program Total:	\$1,359,340		\$1,178,970	
Program FTE	10.05	0.00	8.40	0.00

Program Revenues				
Intergovernmental	\$291,060	\$0	\$324,715	\$0
Total Revenue	\$291,060	\$0	\$324,715	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% 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 \$3,715,272 for FY2018, with \$324,715 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 2017: 72030 DART Property Assessment Special Programs

For FY18, Transferred Net 1.65 FTE position allocations from Program 72030-18 DART Special Programs; .15 FTE allocation moved to Program 72038-18 DART Tax Title and 1.50 FTE allocation moved to Program 72034-18 DART Residential Appraisal.

Department: County Management **Program Contact:** Jeffrey Brown
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Personal Property Assessment Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing all taxable Business Personal Property accounts. Personal Property represents 4% of the value upon which taxes are 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 all taxable Personal Property accounts. Oregon Revised Statutes require annual filings from the 22,500 businesses in the county, comprising more than 34,000 accounts. 30% of those accounts are equipment-leasing companies. Values must be fully recalculated each year to reflect items added or disposed of by businesses and to calculate depreciation influence on remaining assets.

Appraisers perform field inspections and detailed reviews to identify businesses and properties omitted from the assessment roll. Appraisals are performed to defend values under appeal. This program assesses Personal Property accurately and fairly as required by Oregon Revised Statutes (ORS), maximizing property tax revenues to fund programs. Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. Property taxes account for approximately 60% of the County's General Fund revenues. Under the Measure 50 tax limitation measure, there is no assumption of a 3% increase in personal property taxable value; instead, each business annually reports existing taxable property. Failure to monitor this process will result in loss of taxable assessed value and tax revenue. The focus is on discovery of new taxable property and resolving value appeals to minimize cost to taxpayers. Various computer and online tools are used to maximize appraisal efforts. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Non-Leased Accounts Processed, Coded and Valued	22,100	22,350	22,350	22,100
Outcome	Assessed Value in Millions of Personal Property Value Placed on the Tax Roll	\$2,635	\$2,450	\$2,450	\$2,650
Output	Percentage of Accounts with Captured Asset Listings	75%	76%	76%	76%
Output	Percentage of Accounts Filing Electronically	6%	6%	6%	7%

Performance Measures Descriptions

Oregon Revised Statutes require all property appraisals be at 100% of Market Value. Failure to meet standards can result in loss of CAFFA grant revenue and program control. Program measures focus on improving efficiency and technology utilization. We capture annual asset lists from businesses in a database and return them to the business each year for updating. We encourage businesses to file their lists electronically, reducing our costs and improving accuracy.

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	2017	2017	2018	2018
Personnel	\$1,046,332	\$0	\$1,126,756	\$0
Contractual Services	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$12,040	\$0	\$13,069	\$0
Internal Services	\$231,505	\$0	\$233,258	\$0
Total GF/non-GF	\$1,299,877	\$0	\$1,383,083	\$0
Program Total:	\$1,299,877		\$1,383,083	
Program FTE	10.20	0.00	10.30	0.00

Program Revenues				
Intergovernmental	\$295,409	\$0	\$318,399	\$0
Total Revenue	\$295,409	\$0	\$318,399	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% 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 \$3,715,272 for FY 2018, with \$318,399 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 2017: 72031 DART Personal Property Assessment

For FY18, added .10 FTE Allocation of Chief Appraiser position to Program 72031-18 DART Personal Property Assessment

Department: County Management **Program Contact:** Jeffrey Brown
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 4% 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 approximately 552 county-responsibility real property industrial properties and maintenance of 333 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Industrial Accounts Maintained	940	952	885	900
Outcome	Assessed Value placed on the Tax Roll (in millions)	\$3,047	\$3,044	\$3,044	\$3,098
Output	Number of Industrial Sites Reviewed	25	25	25	30

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 stayed constant. but should 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	2017	2017	2018	2018
Personnel	\$824,948	\$0	\$886,143	\$0
Materials & Supplies	\$49,876	\$0	\$39,882	\$0
Internal Services	\$105,248	\$0	\$109,841	\$0
Total GF/non-GF	\$980,072	\$0	\$1,035,866	\$0
Program Total:	\$980,072		\$1,035,866	
Program FTE	7.70	0.00	8.30	0.00

Program Revenues				
Intergovernmental	\$222,916	\$0	\$238,149	\$0
Total Revenue	\$222,916	\$0	\$238,149	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% 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 \$3,715,272 for FY 2018, with \$225,517 allocated to DART Property Assessment-Industrial Program. Remaining Program support is from General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2017: 72032 DART Property Assessment Industrial

Added 1.00 FTE new position, A&T Technician 2 (JCN 6451); Transferred .40 FTE allocation of Appraiser 2 position to Program 72033-18 Commercial Appraisal. Net change +.60 FTE from FY17 to FY18

Department: County Management **Program Contact:** Jeffrey Brown
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Commercial Property Appraisal Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing and appraising all commercial, small and large multi-family property. Commercial property represents 19% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

Program Summary

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on about 23,700 commercial and multifamily properties. Staff physically inspects and appraises 900 properties annually due to permits having been issued for new construction, remodeling or renovation.

Under Measure 50, such appraisals add new value for taxing districts beyond the statutorily required 3% increase in Maximum Assessed Value. Appraisals are also performed to defend values under appeal; and to verify that sales of property are valid market-based transactions that can be used to adjust automated valuation models, to appraise other property, and to generate the annual Ratio Report that measures the effectiveness of the program. This program primarily contributes to the fair and accurate appraisal of commercial property as required by the Oregon Revised Statutes (ORS).

Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. This program ensures that all commercial property is valued in accordance with the law, which maximizes property tax revenues to fund programs for the County and other jurisdictions. Property taxes account for approximately 60% of the County's General Fund revenues.

Various computer and online tools are used to maximize appraisal effort. Focus is on discovery of new taxable property and resolving value appeals to minimize cost to taxpayers. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Accounts Appraised	1519	930	1200	1000
Outcome	New Taxable Exception Value in Millions	\$2,469	\$1,200	\$2,000	\$2,000
Efficiency	% Automated Recalculation	11.5%	15%	15%	11.5%
Outcome	% Market Groupings with COD Compliance	85%	85%	85%	85%

Performance Measures Descriptions

Oregon law requires property to be at 100% of Market Value as of January 1 within standards established by the Oregon Department of Revenue. One primary standard is a statistical measure called the Coefficient of Dispersion (COD). Failure to meet DOR standards can result in loss of the CAFFA grant and program control. The DOR annually reviews compliance through three required reports: The Certified Ratio Study, the Appraisal Plan and the CAFFA Grant application. The boom in multifamily projects resulted in a significant increase in taxable exception value. but will level off as the market normalizes.

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	2017	2017	2018	2018
Personnel	\$1,648,123	\$0	\$1,758,946	\$0
Contractual Services	\$30,500	\$0	\$30,500	\$0
Materials & Supplies	\$85,901	\$0	\$89,147	\$0
Internal Services	\$232,354	\$0	\$228,643	\$0
Total GF/non-GF	\$1,996,878	\$0	\$2,107,236	\$0
Program Total:	\$1,996,878		\$2,107,236	
Program FTE	15.00	0.00	15.40	0.00

Program Revenues				
Intergovernmental	\$434,596	\$0	\$475,926	\$0
Total Revenue	\$434,596	\$0	\$475,926	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% 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 \$3,715,272 for FY 2018, with \$475,926 allocated to DART Commercial Appraisal Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2017: 72033 DART Commercial Property Appraisal

For FY18, transferred .40 FTE allocation of Property Appraiser 2 from Program 72032-18 Property Assessment Industrial to Program 72033-18 Commercial Property Appraisal

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 and all land specially assessed for use as farm, forest and open space. 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; 1,880 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 60% 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Accounts Appraised	17,481	17,000	17,000	17,500
Outcome	New Taxable Exception Value (in millions of dollars)	\$799.2	\$700	\$700	\$720
Efficiency	Accounts Appraised per Appraiser	729	700	700	750
Outcome	% Neighborhood with COD Compliance	98%	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	2017	2017	2018	2018
Personnel	\$3,292,221	\$0	\$3,403,680	\$0
Contractual Services	\$10,500	\$0	\$10,500	\$0
Materials & Supplies	\$129,271	\$0	\$131,807	\$0
Internal Services	\$486,888	\$0	\$515,217	\$0
Total GF/non-GF	\$3,918,880	\$0	\$4,061,204	\$0
Program Total:	\$3,918,880		\$4,061,204	
Program FTE	29.60	0.00	31.60	0.00

Program Revenues				
Intergovernmental	\$857,231	\$0	\$976,745	\$0
Total Revenue	\$857,231	\$0	\$976,745	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% 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 \$3,715,272 for FY 2018, with \$976,745 allocated to DART Residential Appraisal Program. Remaining Program support is from General Fund Revenues.

Significant Program Changes

Last Year this program was: FY 2017: 72034 DART Residential Property Appraisal

For FY18, transferred 2.00 FTE to Program 72034-18 DART Residential Appraisal, including 1.50 FTE from Program 72030-18 DART Special Programs, and .50 FTE from Program 72038-18 DART Tax Title

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 expected FY17: Initial 50% CAMA Programming, 60% of Simple Conversion Balancing, 60% of Data Conversion Coding & Testing, 60% of Conversion Program Testing, Final 50% Development Specifications, Final CAMA Valuation & Calculation Pages.

Deliverables expected FY18: Final Assessment Administration/Exemption Calculation & Setup, Final 50% CAMA Programming, Assessment Administration Programming, Appraisal Configuration Test and Validation, Appraisal End-to-End Application Testing, Appraisal UAT Development Support, Production Conversion & Balancing, Appraisal Training, Appraisal Go-Live Support, Tax Balancing & Calculation Setup, Tax Programming, Initial and Final Unit Testing, Collections Configuration Test and Validation, Collections End-to-End Application Testing, Collections UAT Development Support, 40% Data Conversion Coding & Testing, 40% Conversion Program Testing, 40% Simple Conversion Balancing, Collections Training, Collections Go-Live Support, Development Phased Delivery, First Year Annual Maintenance.

Deliverables expected FY19: Acceptance Support and Final System Acceptance.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of A&T System Project Milestones Met	4	19	6	22
Outcome	% of A&T Project Milestones Completed on Time	50%	100%	100%	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 by fiscal year. Accomplished FY15: Project Plan, Install Base System, Fit Analysis Report. FY16: Data Conversion Strategy/Specifications, Initial CAMA Valuation & Calculation Pages, Initial 50% Development Specifications, Initial Assessment Administration/Exemption Calculations & Setup. Expected accomplishments in FY17, FY18 and FY19 are described in Program Summary.

Legal / Contractual Obligation

Multnomah County contract #4400001183 with Tyler Technologies Inc. totaling \$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; \$230,740 Paid in FY15; \$569,763 paid in FY16; Additional Contract payments due upon completion and acceptance of project milestones in FY17 through FY19.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$338,334	\$0	\$385,997
Contractual Services	\$0	\$3,339,466	\$0	\$2,752,903
Materials & Supplies	\$0	\$416,200	\$0	\$0
Total GF/non-GF	\$0	\$4,094,000	\$0	\$3,138,900
Program Total:	\$4,094,000		\$3,138,900	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$4,094,000	\$0	\$3,138,900
Total Revenue	\$0	\$4,094,000	\$0	\$3,138,900

Explanation of Revenues

Beginning Working Capital for FY 2018 represents the estimated carryover of unspent Fund 2504 project fund balance, after projected FY 2017 expenditures.

Significant Program Changes

Last Year this program was: FY 2017: 72035 DART Assessment & Taxation System Upgrade

Department: County Management **Program Contact:** Mike Vaughn
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The DART Residential Development Program is an innovative new program to improve the accuracy of assessment records in an effort to ensure continued statutory compliance and provide workforce development and appraiser training opportunities for employees from the diverse groups in our community.

Program Summary

DART's Residential Appraisal 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; 1,880 floating properties; 2,750 farm/forest deferral properties; and 1,300 business accounts. 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 60% of the County's General Fund revenues.

This Program primarily contributes to the fair and accurate appraisal of residential property as required by the Oregon Revised Statutes (ORS), and will accomplish that objective by hiring and training the LDA Staff in appraisal methodology, who will then inspect property in Multnomah that has not been inspected since 2003. Through this effort, internal assessment records will be audited and, when necessary, corrected. In addition, the increased valuation efforts and training of the LDA staff will develop a necessary Property Appraiser trainee program for DART.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Accounts Inspected				17,000
Outcome	RMV Addition (in million)				\$125 Mil

Performance Measures Descriptions

Performance Measure #1--63,000 accounts are identified for inspection. In the first year of the program, 17,000 accounts are viewed as a realistic goal. Performance Measure #2--a correct inventory of property is important for generating accurate Real Market Value (RMV), which is required by law. The outcome goal will realize property previously unidentified by the county.

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 process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$620,384	\$0
Materials & Supplies	\$0	\$0	\$15,264	\$0
Total GF/non-GF	\$0	\$0	\$635,648	\$0
Program Total:	\$0		\$635,648	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% 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 \$3,715,272 for FY 2018. This new program will be supported in part by the grant, with remaining support from General Fund Revenues.

Significant Program Changes

Last Year this program was:

Department: County Management

Program Contact: Denise Terry

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Requests & Support Activities Completed	3500	3,500	3,500	3600
Outcome	% of Requests Associated with Program Revenue	4%	4.0%	4%	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	2017	2017	2018	2018
Personnel	\$725,102	\$0	\$609,334	\$0
Contractual Services	\$35,925	\$0	\$36,075	\$0
Materials & Supplies	\$370,165	\$0	\$457,260	\$0
Internal Services	\$195,429	\$0	\$339,025	\$0
Total GF/non-GF	\$1,326,621	\$0	\$1,441,694	\$0
Program Total:	\$1,326,621		\$1,441,694	
Program FTE	5.00	0.00	4.70	0.00

Program Revenues				
Intergovernmental	\$144,986	\$0	\$145,267	\$0
Other / Miscellaneous	\$55,000	\$0	\$50,000	\$0
Total Revenue	\$199,986	\$0	\$195,267	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 21% 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 \$3,715,272 for FY 2018, with \$145,267 allocated to DART Applications Support Program. Program revenue of \$50,000 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 2017: 72037 DART Applications Support

Transferred.30 FTE Deputy County Assessor position to Program 72028-18 GIS Cartography & Parcel 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 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 230 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 Tax Title Program portfolio and are managed and disposed of pursuant to Multnomah County Code, Chapter 7. Shortly after the properties are deeded to the County they may become available for repurchase by qualified former owners of record. The program consults with other County departments and community agencies for housing, services and support for occupants of tax foreclosed properties. Maintenance of the properties is performed through agreement and reimbursement to Department of County Assets, Facilities and Property Management Division.

The Tax Title Program researches and inspects properties received to determine their highest and best use. The program will identify property to be sold at public sale in cooperation with the Multnomah County Sheriff's Office, a private sale or to made available for donation to governments or 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Properties remaining in Tax Title Inventory	232	210	215	200
Outcome	Properties placed back on the tax roll & into community use	23	30	30	30
Outcome	Revenue credited to General Fund, Sub-Fund	\$3,183,640	\$655,000	\$1,500,000	\$1,275,000

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	2017	2017	2018	2018
Personnel	\$249,533	\$0	\$247,867	\$0
Contractual Services	\$813,320	\$0	\$1,424,200	\$0
Materials & Supplies	\$116,686	\$0	\$102,707	\$0
Internal Services	\$32,019	\$0	\$36,784	\$0
Total GF/non-GF	\$1,211,558	\$0	\$1,811,558	\$0
Program Total:	\$1,211,558		\$1,811,558	
Program FTE	2.35	0.00	2.10	0.00

Program Revenues				
Fees, Permits & Charges	\$50	\$0	\$50	\$0
Taxes	\$8,442	\$0	\$8,974	\$0
Other / Miscellaneous	\$1,200,000	\$0	\$1,800,000	\$0
Interest	\$3,066	\$0	\$2,534	\$0
Total Revenue	\$1,211,558	\$0	\$1,811,558	\$0

Explanation of Revenues

The Program is financially self sustaining. Program revenues include contract principle \$8,974 and interest estimated \$2,534 from contracts and repurchases of tax foreclosed properties. Sales of Tax Foreclosed Properties (auction sales, repurchases, and private party sales) are estimated at \$1,800,000 for FY18. 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 2017: 72038 DART Tax Title

Transferred net .25 FTE to other DART Appraisal Programs for FY18.

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

A Home for Everyone Capital Investments Carryover includes funds previously approved and allocated for leasing and purchasing properties for shelter and housing. The funds remain unspent in FY 2017 and are carried over into FY 2018 to complete the purchase of the Gresham Women's Shelter property pursuant to the terms of the approved executed Agreement of Purchase and Sale. An approved Lease Agreement entered into June 2016 provides for the County to use the property and make lease payments until the final closing of the purchase.

Program Summary

Over the past two years the 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 considered 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".

In FY 2016, \$4.7 million of one-time-only funds were allocated and approved by the Board of Commissioners from revenue received from a settlement to the County to be used for leasing and/or purchasing properties for homeless shelter, housing, due diligence, renovation and capital improvements. Pursuant to an Agreement of Purchase and Sale approved and executed in June 2016 by the Board of Commissioners, the County agreed to purchase of a property in Gresham for use as a Women's Shelter for the purchase price of \$1.175 million.

The previously approved funds remain unspent in FY 2017 and are carried over into FY 2018 to complete the purchase of the Gresham Women's Shelter property pursuant to the terms of the executed Agreement of Purchase and Sale. A Lease Agreement entered into in June 2016 provides for the County to use the property and make lease payments to the seller through June 2018 or until the final closing of the purchase. At the time of closing, the final purchase price will be adjusted for lease payments.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output		0	0	0	0
Outcome		0	0	0	0

Performance Measures Descriptions

Legal / Contractual Obligation

Agreement of Purchase and Sale executed June 21, 2016; If the sale of the property is not deemed closed prior to July 1, 2017, the agreement provides for the Multnomah County Board of Commissioners to adopt a budget for 2017-18 fiscal year that includes sufficient funds for the purchase of the property.

Lease Agreement executed June 20, 2016; Provides for County to make lease payments to Law Properties LLC for up to two years, through June 6, 2018 or until the sale is deemed closed. Purchase price will be adjusted for lease payments to be credited at time of closing.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$5,000,000	\$0	\$0	\$0
Capital Outlay	\$2,400,000	\$0	\$1,175,000	\$0
Total GF/non-GF	\$7,400,000	\$0	\$1,175,000	\$0
Program Total:	\$7,400,000		\$1,175,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$1,175,000	\$0
Total Revenue	\$0	\$0	\$1,175,000	\$0

Explanation of Revenues

Beginning working capital is carryover of unspent funds.

Significant Program Changes

Last Year this program was: FY 2017: 72041 A Home for Everyone Capital Investments

Department: County Management **Program Contact:** Anna Plumb
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer requests \$60,000 of one-time-only General Fund to develop a "map" of the mental health care system in Multnomah County. This map will identify mental health services provided throughout the County along with reimbursement sources. The funds in this program offer will pay for a contractor who will work with the Evaluation and Research Unit, Commissioner Sharon Meieran's office, and local subject matter experts to develop the map.

Program Summary

The mental health care system is complex, and it functions across many systems. It is important that resources are aligned so that people who need to access services can navigate seamlessly through the system and get the help they need in an effective manner.

Multnomah County's Mental Health and Addictions Services Division (MHASD) is charged with delivering recovery-based mental health and addiction services to Multnomah County's adults, children and families. MHASD's services are funded by the state of Oregon, Multnomah County, federal Medicaid money, and grants. MHASD is one part of the larger network of mental health services available in Multnomah County; mental health services are also provided by hospitals and health systems; nonprofit organizations; educational institutions; law enforcement and corrections systems; and others.

Multnomah County has a demonstrated need for investment in mental health services. According to a 2016 survey of mental health outcomes performed by Mental Health America, Oregon ranked last in the country on a composite of several measures. Perceived needs include culturally specific mental health services; services for seniors and people with disabilities; services for people who do not meet criteria for inpatient hospitalization but are not well enough to function in the community; services that allow for diversion from jail; and more.

The goal of this program offer is to produce a comprehensive report describing the current mental health care needs and services available in Multnomah County. The report will identify the flow and sources of funding for mental health care in the county and will identify overlaps, duplication of services, and gaps in the system. The overall goal of the report is to help leaders better align and ensure accessibility across the continuum of mental health services in Multnomah County.

The Department of County Management Evaluation and Research Unit will develop and monitor the contract, in partnership with Commissioner Sharon Meieran's office, the Health Department and other system partners.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Completed map of mental health services across the county.	N/A	N/A	N/A	1
Outcome	Percent of contract development and management deadlines that are met timely.	N/A	N/A	N/A	100%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$60,000	\$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

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	2017	2017	2018	2018
Contractual Services	\$0	\$0	\$150,000	\$0
Total GF/non-GF	\$0	\$0	\$150,000	\$0
Program Total:	\$0		\$150,000	
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 of \$150,000

Significant Program Changes

Last Year this program was:

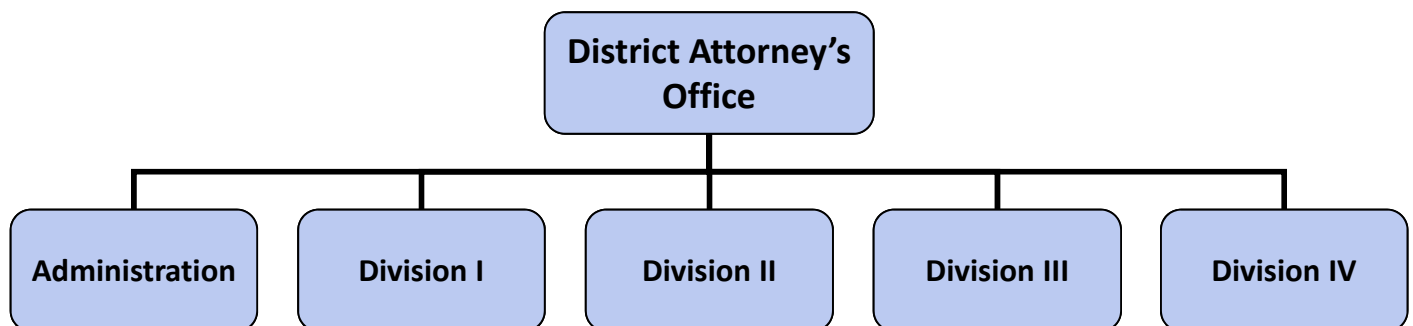
New program offer.

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 of 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 FY 2018 budget for the District Attorney's (DA) Office totals \$33.5 million, a 1.6% increase from FY 2017. General Fund expenditures, comprising 74% of the total budget, increased by \$1.1 million (4.5%). The majority of the General Fund increase is in the materials and supplies and internal services categories.

Other Funds, 26% of the total budget, were reduced overall by \$532,031 (5.8%) due to state budget cuts (details in division significant changes and programs offers) and a reduction in District Attorney of New York (DANY) grant funding. Awarded in FY 2017, the DA's Office received a DANY grant to fund work on a sexual assault kit testing backlog, work that is now nearing completion. The reduction in this grant funding is \$364,791 and makes up the largest portion of the contractual services budget decrease.

Significant changes include the reduction of 6.03 FTE due to state funding decreases and cuts to meet budgetary constraint (cuts detailed in division significant changes). The internal services budget increased by \$608,700, driven by the addition of \$276,507 for the ERP system.

The DA's Office has no new General Fund ongoing programs for FY 2018. The FY 2018 General Fund allocation includes \$554,486 in one-time-only funding:

- Portland Building Relocation - General Fund Costs (15106B) \$140,178
The Portland building relocation will be funded partially through General Fund and partially through reimbursement from grants.

- CRIMES Replacement (15012) \$414,308
This program funds a 1.88 FTE project team to continue work on the replacement of the DA's Office existing case management system and associated software costs. A companion program offer (78319) in the Department of County Assets budgets for professional service costs (\$1,357,077).

Budget Trends	FY 2016	FY 2017	FY 2017	FY 2018	Difference
	Actual	Current	Adopted	Adopted	
		Estimate	Budget	Budget	
Staffing FTE	210.42	212.00	209.00	204.95	(4.05)
Personnel Services	\$24,950,013	\$26,247,618	\$26,558,785	\$26,477,433	\$(81,352)
Contractual Services	973,743	\$1,573,100	\$2,526,887	2,093,595	(433,292)
Materials & Supplies	785,546	\$1,034,171	\$1,052,574	1,429,233	376,659
Internal Services	2,544,892	\$2,804,701	\$2,804,701	3,413,401	608,700
Capital Outlay	<u>27,173</u>	<u>25,960</u>	<u>0</u>	<u>59,800</u>	<u>59,800</u>
Total Costs	\$29,281,367	\$31,685,550	\$32,942,947	\$33,473,462	\$530,515

Successes and Challenges

Successes

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 2016:

- The office resolved over 13,000 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 \$9,000,000 in losses eligible for court-ordered restitution.
- Continuing a history of success, the Child Support Enforcement Division collected just under \$30,000,000 in child support, all of which went to helping households in Multnomah County.

Challenges

The District Attorney's Office depends upon uncertain funding resources from State, Federal, and Local sources. The State of Oregon provides significant support for our Child Support Enforcement (SED), Juvenile Trial Court, Child Abuse (MDT), and Victim Advocate programs.

The criminal justice system continues to face racial and ethnic disparities in our community. The District Attorney's Office is dedicated to continue its work to eliminate those disparities through thoughtful, data-driven, and coordinated policy adjustments.

Diversity and Equity

The District Attorney's Office is fully committed to workplace diversity and equity. This 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.

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 fifth year of activity.

Another example of our efforts to address diversity and equity issues in our community can be seen in our Victims Assistance Program (15401). 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. In order to address inequities in our community, we must have an unbiased understanding of the current state of the criminal justice system and a method to evaluate the effectiveness of our programs.

Budget by Division

Division Name	FY 2018 General Fund	Other Funds	Total Division Cost	Total FTE
Administration	\$5,358,946	\$240,553	\$5,599,499	28.62
Division I	5,347,242	5,268,489	10,615,731	64.69
Division II	6,447,756	360,243	6,807,999	45.00
Division III	6,324,593	1,297,724	7,622,317	43.13
Division IV	<u>1,329,700</u>	<u>1,498,216</u>	<u>2,827,916</u>	<u>23.50</u>
Total District Attorney's Office	\$24,808,237	\$8,665,225	\$33,473,462	204.95

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.

Significant Changes

The Victims Assistance Program, previously located within the Administration Division, has moved to the newly established Division IV.

Administration staffing has been decreased, including reductions of 1.00 FTE clerical staff in the Records/Discovery Unit (15004) to meet budgetary constraints and 0.25 FTE Deputy District Attorney in the HB 3194 Justice Reinvestment Program (15010) due to a cut of the Criminal Justice Commission's Justice Reinvestment Grant fund revenues.

The CRIMES replacement project is continued this year with program offer 15012. The program offer funds 1.88 FTE to continue work to replace the existing CRIMES case management system.

Division I

Division I works to strengthen services for children and families in Multnomah County. It is comprised of four units: the Domestic Violence Unit, the MDT Child Abuse Unit, Juvenile, and Child Support Enforcement (SED):

- 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

Program staffing has been decreased in the Juvenile Unit (15101) and Multidisciplinary Child Abuse Team (15103), including reductions of 0.50 FTE Deputy District Attorney to meet budgetary constraints, 1.50 FTE Deputy District Attorneys due to a cut of the State contract revenues for Juvenile Dependency and Termination of Parental Rights, and 0.28 FTE Deputy District Attorney due to a cut of the Child Abuse Multidisciplinary Intervention (CAMI) grant fund revenues.

One-time-only costs to move Child Support Enforcement staff from the Portland Building to a new location due to planned renovations to the Portland Building are budgeted in this division (program offers 15106 and 15106B).

Division II

Division II is comprised of the Misdemeanor Trial Unit, Intake, the Neighborhood DA Unit, and Unit C/Gangs:

- Misdemeanor Trial Unit – 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.
- Intake – Responsible for reviewing misdemeanor custody, citation and direct present cases for legal sufficiency and determination as to whether or not criminal charges will be issued. Additionally, Intake staffs court hearings related to DUII diversion to include filing show cause motions when a defendant violates the requirements of diversion. Intake also receives, reviews, and litigates motions to reinstate driving privileges.
- 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.

Significant Changes

The Victims Assistance Program was previously located within Division II and has moved to the newly established Division IV.

Program staffing has been decreased, including a reduction of 0.50 FTE Deputy District Attorney in Unit C/Gangs (15201A) to meet budgetary constraints.

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/Human Trafficking – Prosecutes felony prostitution, human trafficking crimes and felony drug 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

Program staffing has been decreased, including a reduction of 1.00 FTE Deputy District Attorney in Unit A - Property Crimes (15301A) to meet budgetary constraints.

Division IV

Division IV is a newly formed division in FY 2018 comprised of two existing units previously located in the Administration Division and in Division II, the Victims Assistance Program and Investigations:

- 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.
- 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

Division IV is newly formed in FY 2018. Program staffing has been decreased, including a reduction of 1.00 FTE Deputy District Attorney in the Victims Assistance Program (15401) due to a cut of the Criminal Fine Account (CFA) and Victims of Crime Act (VOCA) grant fund revenues.

Investigations (15402) has added 3.00 FTE new investigator positions funded by a contract with the city of Portland to provide subpoena services.

District Attorney's Office

fy2018 adopted budget

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 2018 General Fund	Other Funds	Total Cost	FTE
Administration					
15000	Management Services	\$1,090,195	\$0	\$1,090,195	6.00
15001	Administrative Support Services	1,203,150	0	1,203,150	3.00
15002	Information Technology	1,406,766	0	1,406,766	6.00
15003	Finance/Human Resources	567,220	0	567,220	5.00
15004	Records/Discovery	671,015	0	671,015	5.50
15010	Justice Reinvestment (MCJRP)	6,292	240,553	246,845	1.25
15012	CRIMES Replacement	414,308	0	414,308	1.88
Division I					
15100	Division I Administration	303,531	0	303,531	1.00
15101	Juvenile Court Trial Unit	1,637,345	1,623,149	3,260,494	22.02
15102	Domestic Violence Unit	1,487,063		1,487,063	10.00
15103	MDT - Child Abuse Unit	981,368	855,085	1,836,453	6.58
15104	Child Support Enforcement	797,757	2,642,233	3,439,990	25.10
15106	Portland Building Relocation	0	148,022	148,022	0.00
15106B	Portland Building Relocation - General Fund Costs	140,178	0	140,178	0.00
Division II					
15200	Division II Administration	309,696	0	309,696	1.00
15201A	Unit C/Gangs	1,830,692	0	1,830,692	11.00
15202	Misdemeanor Trial Unit	1,972,700	0	1,972,700	15.00
15203	Neighborhood DA Program	1,264,107	360,243	1,624,350	9.00
15204	Intake	1,070,561	0	1,070,561	9.00
Division III					
15300	Division III Administration	306,526	0	306,526	1.00
15301A	Unit A - Property Crimes	1,957,207	70,739	2,027,946	14.50
15302	Unit B - Drugs/Human Trafficking	1,398,057	5,838	1,403,895	9.72
15304	Unit D - Violent Person Crimes	1,210,757	0	1,210,757	7.00
15305	Pre-Trial Unit	1,216,000	0	1,216,000	9.50
15306	Post Conviction Program	232,829	0	232,829	1.00

District Attorney's Office

fy2018 adopted budget

Prog. #	Program Name	FY 2018 General Fund	Other Funds	Total Cost	FTE
Division III (cont.)					
15307	Sexual Assault Kit Backlog Elimination Project	3,217	1,221,147	1,224,364	0.41
Division IV					
15400	Division IV Administration	189,151	0	189,151	1.00
15401	Victims Assistance Program	759,645	1,055,716	1,815,361	16.50
15402	Investigations	<u>380,904</u>	<u>442,500</u>	<u>823,404</u>	<u>6.00</u>
Total District Attorney's Office		\$24,808,237	\$8,665,225	\$33,473,462	204.95

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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 for the Multnomah County District Attorney's Office.

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 initiates and oversees 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total number of all staff communications	52	52	52	52
Outcome	Total number of cases resolved	13,487	12,759	10,471	12,666

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	2017	2017	2018	2018
Personnel	\$982,569	\$0	\$1,030,807	\$0
Materials & Supplies	\$23,700	\$0	\$31,100	\$0
Internal Services	\$2,900	\$0	\$28,288	\$0
Total GF/non-GF	\$1,009,169	\$0	\$1,090,195	\$0
Program Total:	\$1,009,169		\$1,090,195	
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 2017: 15000 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 Multnomah County District Attorney's office main reception desk, including interoffice and US Mail handling, communication transmittals regarding court appearances between court, defense attorney, community corrections and other agencies related to case scheduling. 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Witness Subpoenas paid	1,452	1,500	1,696	1,163
Outcome	Amount paid in witness fees	\$10,362	\$12,000	\$11,917	\$10,308

Performance Measures Descriptions

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	2017	2017	2018	2018
Personnel	\$211,740	\$0	\$221,784	\$0
Contractual Services	\$52,500	\$0	\$67,200	\$0
Materials & Supplies	\$141,100	\$0	\$140,408	\$0
Internal Services	\$713,003	\$0	\$773,758	\$0
Total GF/non-GF	\$1,118,343	\$0	\$1,203,150	\$0
Program Total:	\$1,118,343		\$1,203,150	
Program FTE	3.00	0.00	3.00	0.00

Program Revenues				
Other / Miscellaneous	\$440,840	\$0	\$399,553	\$0
Total Revenue	\$440,840	\$0	\$399,553	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 15001 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 7-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 250-plus members of the DA's office, fielding 4,453 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. This entails 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. Additionally, this current fiscal year has seen the start of preparations by IT for the replacement of the CRIMES case tracking systems (ca.2002) with newer technology, with completion anticipated for December 2017.

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 5:00pm, Monday through Friday, and 9:00AM to 5:00PM on Saturdays and Sundays.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Help Desk Calls	4,453	4,200	4,359	3,430
Outcome	Number of times the DA network failed due to an internal cause	0	0	0	0
Efficiency	Average Minutes spent per IT service call	14:04	15:00	14:04	14:00

Performance Measures Descriptions

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 makes 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	2017	2017	2018	2018
Personnel	\$857,447	\$0	\$890,492	\$0
Contractual Services	\$7,000	\$0	\$17,000	\$0
Materials & Supplies	\$388,250	\$0	\$382,727	\$0
Internal Services	\$624,097	\$0	\$89,747	\$0
Capital Outlay	\$0	\$0	\$26,800	\$0
Total GF/non-GF	\$1,876,794	\$0	\$1,406,766	\$0
Program Total:	\$1,876,794		\$1,406,766	
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 2017: 15002 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 200+ 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.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total number of payments made to vendors	3,611	3,000	2,370	2,011
Outcome	Percent of payments to vendors paid within 30 days	87%	90%	94%	89%

Performance Measures Descriptions

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	2017	2017	2018	2018
Personnel	\$531,266	\$0	\$534,964	\$0
Contractual Services	\$3,200	\$0	\$3,100	\$0
Materials & Supplies	\$4,400	\$0	\$4,500	\$0
Internal Services	\$2,900	\$0	\$24,656	\$0
Total GF/non-GF	\$541,766	\$0	\$567,220	\$0
Program Total:	\$541,766		\$567,220	
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 2017: 15003 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, including records within the document management system. Staff also coordinate the scheduling and docketing of court appearances and provide records support to the deputy district attorneys and staff assigned to the arraignment courts.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total number of Discovery packets	17,477	16,000	17,093	16,709
Outcome	Total Discovery Revenue	\$358,355	\$340,000	\$360,000	\$360,000

Performance Measures Descriptions

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	2017	2017	2018	2018
Personnel	\$438,585	\$0	\$373,789	\$0
Contractual Services	\$8,200	\$0	\$7,300	\$0
Materials & Supplies	\$23,400	\$0	\$31,600	\$0
Internal Services	\$124,023	\$0	\$258,326	\$0
Total GF/non-GF	\$594,208	\$0	\$671,015	\$0
Program Total:	\$594,208		\$671,015	
Program FTE	6.50	0.00	5.50	0.00

Program Revenues				
Service Charges	\$350,000	\$0	\$350,000	\$0
Total Revenue	\$350,000	\$0	\$350,000	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 15004 Records/Discovery

Significant changes in this program area include the reduction of 1.00 FTE clerical staff to meet budgetary constraints.

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 .5 Legal Assistant 1 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 oversight and technical assistance 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. The .5 FTE CJRP LA1 assist in completing expedited criminal history reports for use by the prosecutor, defense attorney, court and DCJ.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of cases interviewed for potential diversion	1142	1106	1068	1100
Outcome	Number of cases diverted from prison*	616	243	452	500

Performance Measures Descriptions

* Number of cases diverted from prison equals (all MCJRP sentences plus non-MCJRP sentences) - MCJRP prison

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$265,605	\$0	\$209,632
Materials & Supplies	\$1,000	\$0	\$2,200	\$0
Internal Services	\$1,000	\$40,638	\$4,092	\$30,921
Total GF/non-GF	\$2,000	\$306,243	\$6,292	\$240,553
Program Total:	\$308,243		\$246,845	
Program FTE	0.00	1.50	0.00	1.25

Program Revenues				
Indirect for Dept. Admin	\$33,626	\$0	\$25,282	\$0
Intergovernmental	\$0	\$299,140	\$0	\$240,553
Beginning Working Capital	\$0	\$7,103	\$0	\$0
Total Revenue	\$33,626	\$306,243	\$25,282	\$240,553

Explanation of Revenues

\$240,553 from the State of Oregon HB 3194

Significant Program Changes

Last Year this program was: FY 2017: 15010 Justice Reinvestment (MCJRP)

State funding is reduced by \$58,587 versus the previous year. Significant changes in this program area include the reduction of 0.25 FTE Deputy District Attorney due to reductions in state funding.

Department: District Attorney

Program Contact: Karl Kosydar

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
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 an internal MCDA team of 2.50 FTE for 9 months to provide subject matter expertise to vendors contracted through DCA-IT and training of MCDA employees.

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 \$100,000 to assist MCDA in the planning, vendor identification, and contracting for the project. The project timeline and these costs are based on current estimates to complete by March 2018. 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 funding request; those costs are covered in the 15002 - Information Technology Program Offer.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Software modules developed, installed, tested, and accepted for use		26	0	26
Outcome	Employees Trained on the new system		150	0	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	2017	2017	2018	2018
Personnel	\$270,030	\$0	\$235,458	\$0
Contractual Services	\$0	\$0	\$0	\$0
Materials & Supplies	\$0	\$0	\$178,850	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Total GF/non-GF	\$270,030	\$0	\$414,308	\$0
Program Total:	\$270,030		\$414,308	
Program FTE	2.00	0.00	1.88	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 15012 CRIMES Replacement

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 Team., 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 Department of Human Services and Child Protective Services, Department of Community Justice, all county 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, Multidisciplinary Child Abuse Team Executive Committee, Department of Community Justice Working Group, Juvenile Justice Council, State and Local Child Fatality Review Team, Child Welfare Council, LPSCC–Racial and Ethnic Disparities Subcommittee, Domestic Violence Fatality Review Team, and the Juvenile Justice Task Force.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Domestic Violence and Child Abuse cases reviewed	3,052	3,350	3,149	2,979
Outcome	Number of Domestic Violence and Child Abuse cases resolved	1,418	1,400	1,042	1,094

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	2017	2017	2018	2018
Personnel	\$279,539	\$0	\$295,704	\$0
Materials & Supplies	\$1,200	\$0	\$4,100	\$0
Internal Services	\$500	\$0	\$3,727	\$0
Total GF/non-GF	\$281,239	\$0	\$303,531	\$0
Program Total:	\$281,239		\$303,531	
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 2017: 15100 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	2017	2017	2018	2018
Personnel	\$1,419,206	\$1,917,313	\$1,384,990	\$1,601,403
Contractual Services	\$7,000	\$21,746	\$8,300	\$21,746
Materials & Supplies	\$22,900	\$0	\$31,800	\$0
Internal Services	\$122,128	\$0	\$212,255	\$0
Total GF/non-GF	\$1,571,234	\$1,939,059	\$1,637,345	\$1,623,149
Program Total:	\$3,510,293		\$3,260,494	
Program FTE	12.07	11.96	11.26	10.76

Program Revenues				
Intergovernmental	\$0	\$1,939,059	\$0	\$1,623,149
Total Revenue	\$0	\$1,939,059	\$0	\$1,623,149

Explanation of Revenues

\$199,167 Oregon Department of Human Services, Office of Child Welfare Programs - Juvenile Dependency
 \$1,109,098 Oregon Department of Human Services, Office of Child Welfare Programs - Termination of Parental Rights
 \$314,884 Oregon Department of Human Services, Office of Child Welfare Programs - Title IV-e

Significant Program Changes

Last Year this program was: FY 2017: 15101 Juvenile Court Trial Unit

Significant changes in this program area include the reduction of 2.00 FTE Deputy District Attorney due to reductions in state funding and budgetary constraints.

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	2017	2017	2018	2018
Personnel	\$1,515,721	\$0	\$1,386,179	\$0
Contractual Services	\$37,000	\$0	\$26,400	\$0
Materials & Supplies	\$21,020	\$0	\$16,000	\$0
Internal Services	\$7,930	\$0	\$58,484	\$0
Total GF/non-GF	\$1,581,671	\$0	\$1,487,063	\$0
Program Total:	\$1,581,671		\$1,487,063	
Program FTE	11.00	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 2017: 15102 Domestic Violence Unit

1.00 FTE was transferred to program offer 15301.

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	2017	2017	2018	2018
Personnel	\$688,280	\$185,359	\$840,788	\$178,230
Contractual Services	\$35,500	\$709,653	\$33,400	\$632,028
Materials & Supplies	\$13,000	\$39,860	\$12,000	\$18,538
Internal Services	\$54,764	\$46,743	\$95,180	\$26,289
Total GF/non-GF	\$791,544	\$981,615	\$981,368	\$855,085
Program Total:	\$1,773,159		\$1,836,453	
Program FTE	3.97	2.00	4.58	2.00

Program Revenues				
Indirect for Dept. Admin	\$38,678	\$0	\$21,495	\$0
Intergovernmental	\$0	\$981,615	\$0	\$855,085
Total Revenue	\$38,678	\$981,615	\$21,495	\$855,085

Explanation of Revenues

\$855,085 State of Oregon - Child Abuse Mult-disciplinary Intervention (CAMI)

Significant Program Changes

Last Year this program was: FY 2017: 15103 MDT - Child Abuse Unit

Significant changes in this program area include the reduction of 0.28 FTE Deputy District Attorney due to reductions in state funding and 0.33 FTE transferred to this program from program offer 15307.

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 78% 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average number of families (cases) assisted each month	7,537	7,000	7,500	7,916
Outcome	Amount of child support collected	\$31M	\$31M	\$31M	\$31M
Efficiency	Percent of owed child support collected	78%	78%	78%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$553,906	\$2,086,703	\$612,997	\$1,990,051
Contractual Services	\$0	\$10,000	\$0	\$10,000
Materials & Supplies	\$0	\$38,097	\$0	\$38,097
Internal Services	\$100,890	\$467,013	\$173,540	\$582,305
Capital Outlay	\$0	\$0	\$11,220	\$21,780
Total GF/non-GF	\$654,796	\$2,601,813	\$797,757	\$2,642,233
Program Total:	\$3,256,609		\$3,439,990	
Program FTE	5.54	20.46	5.96	19.14

Program Revenues				
Indirect for Dept. Admin	\$264,176	\$0	\$239,998	\$0
Fees, Permits & Charges	\$0	\$30,955	\$0	\$30,941
Intergovernmental	\$0	\$2,510,655	\$0	\$2,611,292
Beginning Working Capital	\$0	\$60,203	\$0	\$0
Total Revenue	\$264,176	\$2,601,813	\$239,998	\$2,642,233

Explanation of Revenues

\$2,434,947 Federal Department of Justice through the Oregon Department of Justice
 \$207,286 State of Oregon

Significant Program Changes

Last Year this program was: FY 2017: 15104 Child Support Enforcement

Department: District Attorney

Program Contact: Allen Vogt

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs: 15106B

Program Characteristics:
Executive Summary

The City of Portland has notified MCDA of its intent to renovate the Portland Building, which houses Child Support Enforcement, IT, and Investigation staff. The program offer provides funding to cover moving and increased office leasing costs for the displaced employees beginning in November of 2017.

Program Summary

MCDA currently occupies 9,453 square feet of the 15th floor of the Portland Building. The Facilities and Property Management (FPM) section of Multnomah County's Department of County Assets is currently seeking alternative space.

FPM estimates moving costs of \$288,200 and an increase in leasing cost over that of the Portland Building of \$186,397 in FY2018. These cost will be partially covered by the State of Oregon's Department of Justice's Child Support Program which contracts with MCDA for the provision of Child Support Enforcement services in Multnomah County. This program offer includes the funds covered by the State of Oregon's Department of Justice's Child Support Program; General Fund moving costs are in program offer 15106B-18 Portland Building Relocation General Fund Costs.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Square footage of office space leased				~9,450
Outcome	Number of employees relocated				24

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Materials & Supplies	\$0	\$0	\$0	\$148,022
Internal Services	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$0	\$0	\$148,022
Program Total:	\$0		\$148,022	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$148,022
Total Revenue	\$0	\$0	\$0	\$148,022

Explanation of Revenues

\$148,022 Federal Department of Justice through the Oregon Department of Justice

Significant Program Changes

Last Year this program was:

Program #15106B - Portland Building Relocation - General Fund Costs

6/20/2017

Department: District Attorney **Program Contact:** Allen Vogt
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs: 15106-18
Program Characteristics: One-Time-Only Request

Executive Summary

The City of Portland has notified MCDA of its intent to renovate the Portland Building, which houses Child Support Enforcement, IT, and Investigation staff. The program offer provides funding to cover moving and increased office leasing costs for the displaced employees beginning in in November of 2017.

Program Summary

MCDA currently occupies 9,453 square feet of the 15th floor of the Portland Building. The Facilities and Property Management (FPM) section of Multnomah County's Department of County Assets is currently seeking alternative space.

FPM estimates moving costs of \$288,200 and an increase in leasing cost over that of the Portland Building of \$186,397 in FY2018. These cost will be partially covered by the State of Oregon's Department of Justice's Child Support Program which contracts with MCDA for the provision of Child Support Enforcement services in Multnomah County; this program offer covers the General Fund portion of moving costs.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output					
Outcome					

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Materials & Supplies	\$0	\$0	\$140,178	\$0
Internal Services	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$0	\$140,178	\$0
Program Total:	\$0		\$140,178	
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:

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.

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 Neighborhood DA Program, the Misdemeanor trial unit, and Intake.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Misdemeanor Trial, Intake, Community Court, and Neighborhood DA cases reviewed	12,199	18,000	11,542	9,680
Outcome	Number of Misdemeanor Trial, Intake, Community Court, and Neighborhood DA cases issued	9,493	6,235	8,213	6,554

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	2017	2017	2018	2018
Personnel	\$279,539	\$0	\$295,704	\$0
Contractual Services	\$12,000	\$0	\$6,700	\$0
Materials & Supplies	\$1,500	\$0	\$3,200	\$0
Internal Services	\$1,000	\$0	\$4,092	\$0
Total GF/non-GF	\$294,039	\$0	\$309,696	\$0
Program Total:	\$294,039		\$309,696	
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 2017: 15200 Division II Administration



Program #15201A - Unit C/Gangs 6/20/2017

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 970 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Cases Issued	751	800	740	740
Outcome	Cases Resolved	687	700	665	657

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	2017	2017	2018	2018
Personnel	\$1,861,208	\$0	\$1,712,535	\$0
Contractual Services	\$26,900	\$0	\$42,100	\$0
Materials & Supplies	\$16,850	\$0	\$14,600	\$0
Internal Services	\$15,478	\$0	\$61,457	\$0
Total GF/non-GF	\$1,920,436	\$0	\$1,830,692	\$0
Program Total:	\$1,920,436		\$1,830,692	
Program FTE	11.50	0.00	11.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 15201A Unit C/Gangs - Robbery, Weapons

Significant changes in this program area include the reduction of 0.50 FTE Deputy District Attorney 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

This program 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, sentencing's, 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Cases Issued	6,177	10,000	4,802	4,874
Outcome	Cases Resolved	5,546	8,500	5,635	5,198
Output	Cases Reviewed*	8,433	-	7,826	7,715

Performance Measures Descriptions

*This is a new measure.

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	2017	2017	2018	2018
Personnel	\$1,649,387	\$0	\$1,720,480	\$0
Contractual Services	\$3,700	\$0	\$7,500	\$0
Materials & Supplies	\$28,075	\$0	\$61,800	\$0
Internal Services	\$93,532	\$0	\$182,920	\$0
Total GF/non-GF	\$1,774,694	\$0	\$1,972,700	\$0
Program Total:	\$1,774,694		\$1,972,700	
Program FTE	15.00	0.00	15.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 15202A Misdemeanor Trial Unit, Intake, Community

*This program has been split into 15202 Misdemeanor Trial Unit and 15204 Intake.

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, Central, Port of Portland and the Gresham police precincts, and the Rockwood and Albina neighborhoods and Tri-Met. 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, homeless issues, diversion programs, innovative gang interventions, focused prosecutions and involving citizens to obtain search warrants to close neighborhood drug houses.

Specialized prosecutors are contracted with Lloyd Business District and Tri-Met 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Cases Issued	11,910	9,586	6,548	5,968
Outcome	Neighborhood DAs problem solving contacts: citizens, law enforcement, businesses, and neighborhood assocs.	17,878	29,500	18,844	22,081

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	2017	2017	2018	2018
Personnel	\$1,137,819	\$323,430	\$1,174,099	\$360,243
Contractual Services	\$150	\$0	\$200	\$0
Materials & Supplies	\$15,500	\$25,138	\$11,700	\$0
Internal Services	\$12,262	\$7,302	\$78,108	\$0
Total GF/non-GF	\$1,165,731	\$355,870	\$1,264,107	\$360,243
Program Total:	\$1,521,601		\$1,624,350	
Program FTE	7.28	1.72	7.17	1.83

Program Revenues				
Indirect for Dept. Admin	\$6,042	\$0	\$0	\$0
Intergovernmental	\$0	\$55,021	\$0	\$57,696
Other / Miscellaneous	\$28,000	\$300,849	\$50,000	\$302,547
Total Revenue	\$34,042	\$355,870	\$50,000	\$360,243

Explanation of Revenues

\$57,696 City of Portland (Bureau of Justice Assistance)
 \$75,000 Lloyd Business District
 \$227,547 Trimet
 \$50,000 General Fund - SBAD Contract

Significant Program Changes

Last Year this program was: FY 2017: 15203 Neighborhood DA Program

Program #15204 - Intake
6/20/2017

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 Misdemeanor Intake Unit reviews cases and determines whether or not criminal charges will be issued.

Program Summary

Responsible for reviewing misdemeanor custody, citation and direct present cases for legal sufficiency and determination as to whether or not criminal charges will be issued. Intake attorneys and certified law students staff two court rooms in the justice center: JC 1 Community Court and JC 4 Misdemeanor Arraignments. Additionally, Intake staffs court hearing related to DUII diversion to include filing show cause motions when a defendant violates the requirements of diversion. Intake also receives reviews and litigates motions to reinstate driving privileges.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Cases Issued*	825	-	862	789
Outcome	Cases Resolved*	962	-	982	898
Output	Cases Reviewed*	638	-	641	524

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$815,247	\$0	\$866,303	\$0
Contractual Services	\$26,000	\$0	\$27,100	\$0
Materials & Supplies	\$52,950	\$0	\$23,100	\$0
Internal Services	\$75,801	\$0	\$154,058	\$0
Total GF/non-GF	\$969,998	\$0	\$1,070,561	\$0
Program Total:	\$969,998		\$1,070,561	
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 2017: 15202A Misdemeanor Trial Unit, Intake, Community

*This program was previously included in the 15202 Misdemeanor Trial Unit program offer.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total number of Property Crime, Drug Crime, Violent Crime, and Pre-Trial Felony cases reviewed	5,352	5,000	4,550	4,275
Outcome	Total number of Property Crime, Drug Crime, Violent Crime, and Pre-Trial Felony cases issued	3,849	3,500	3,321	3,250
Outcome	Total number of Property Crime, Drug Crime, Violent Crime, and Pre-Trial Felony cases resolved*	3,619	3,200	3,102	3,033

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	2017	2017	2018	2018
Personnel	\$279,539	\$0	\$295,704	\$0
Materials & Supplies	\$5,100	\$0	\$6,800	\$0
Internal Services	\$1,122	\$0	\$4,022	\$0
Total GF/non-GF	\$285,761	\$0	\$306,526	\$0
Program Total:	\$285,761		\$306,526	
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 2017: 15300 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 houses 8.5 DDAs. Unit A 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, 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 component in 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. This past year, the START program served 42 cases through Unit A.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Cases Issued	1,155	1,100	957	894
Outcome	Cases Resolved	1,107	1,050	797	712

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.

*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	2017	2017	2018	2018
Personnel	\$1,871,729	\$70,748	\$1,871,932	\$70,739
Contractual Services	\$12,700	\$0	\$6,900	\$0
Materials & Supplies	\$15,450	\$0	\$18,500	\$0
Internal Services	\$7,300	\$0	\$59,875	\$0
Total GF/non-GF	\$1,907,179	\$70,748	\$1,957,207	\$70,739
Program Total:	\$1,977,927		\$2,027,946	
Program FTE	13.83	0.67	13.88	0.62

Program Revenues				
Intergovernmental	\$0	\$70,748	\$0	\$70,739
Total Revenue	\$0	\$70,748	\$0	\$70,739

Explanation of Revenues

\$70,739 State of Oregon - Criminal Justice Commission - Success Through Accountability, Restitution, and Treatment (START)

Significant Program Changes

Last Year this program was: FY 2017: 15301A Unit A - Property Crimes

Last year this program was: FY 2017: 15301A Unit A - Property Crimes, FY2017: 15301B Unit A - Deputy District Attorney (0.50 FTE).

Significant changes in this program area include the reduction of 1.00 FTE Deputy District Attorney to meet budgetary constraints and 1.00 FTE transferred to this program from program offer 15102.

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 Felony Trial Unit B holds offenders accountable by prosecuting human trafficking cases and drug 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 for 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. The program has direct responsibility for the Human Trafficking Unit (10 staff) and serves on the Domestic Violence Fatality Review Team and the Sexual Assault Response Team.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Cases Issued	1,596	1,650	1,303	1,435
Outcome	Cases Resolved	1,525	1,550	1,111	1,354
Output	Cases Reviewed*	1,526	-	1,363	1,200

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	2017	2017	2018	2018
Personnel	\$1,330,270	\$48,552	\$1,339,248	\$0
Contractual Services	\$500	\$0	\$1,600	\$0
Materials & Supplies	\$14,770	\$0	\$14,300	\$5,838
Internal Services	\$12,677	\$2,428	\$42,909	\$0
Total GF/non-GF	\$1,358,217	\$50,980	\$1,398,057	\$5,838
Program Total:	\$1,409,197		\$1,403,895	
Program FTE	9.70	0.30	9.72	0.00

Program Revenues				
Indirect for Dept. Admin	\$2,009	\$0	\$0	\$0
Intergovernmental	\$0	\$50,980	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$5,838
Total Revenue	\$2,009	\$50,980	\$0	\$5,838

Explanation of Revenues

Federal Equitable Sharing Funds - \$5,838

Significant Program Changes

Last Year this program was: FY 2017: 15302A Unit B - Drugs/Vice

Program includes Human trafficking unit that was housed in the Domestic Violence Unit in FY2017.

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	2017	2017	2018	2018
Personnel	\$1,096,630	\$0	\$1,139,037	\$0
Contractual Services	\$22,200	\$0	\$14,800	\$0
Materials & Supplies	\$13,900	\$0	\$18,000	\$0
Internal Services	\$13,177	\$0	\$38,920	\$0
Total GF/non-GF	\$1,145,907	\$0	\$1,210,757	\$0
Program Total:	\$1,145,907		\$1,210,757	
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 2017: 15304 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Cases Issued	245	275	149	238
Outcome	Cases Reviewed*	248	-	197	230
Outcome	Cases Resolved	219	360	178	218

Performance Measures Descriptions

*This is a new measure.

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	2017	2017	2018	2018
Personnel	\$1,203,985	\$0	\$1,153,614	\$0
Materials & Supplies	\$12,300	\$0	\$9,700	\$0
Internal Services	\$9,000	\$0	\$52,686	\$0
Total GF/non-GF	\$1,225,285	\$0	\$1,216,000	\$0
Program Total:	\$1,225,285		\$1,216,000	
Program FTE	10.00	0.00	9.50	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 15305 Pre-Trial Unit

Department: District Attorney
Program Offer Type: Existing Operating Program
Related Programs:
Program Characteristics:

Program Contact: Don Rees
Program Offer Stage: As Adopted

Executive Summary

The program includes responsibilities which represent a new approach to criminal justice placing the district attorney in the lead of review of claims of actual innocence and wrongful conviction. The program expands upon this cutting edge approach to criminal justice by utilizing this Deputy District Attorney as the office resource for professional training and developing critical internal office case handling “best practices”, ethics and avoidance of repeating past mistakes. The program places the Post-Conviction Deputy at the center of significant post-conviction related office analysis and

Program Summary

The program represents a first for Oregon and one of only a limited number of such programs in the nation. When responding to a claim of actual innocence or wrongful conviction, case review requires thorough, committed and unrelenting effort. These challenges have involved cases some of which date from the 1980's and 1990's. This post-conviction review is complicated by the passage of time including obtaining old archival records, retention and storage of evidence, as well identifying and contacting original law enforcement investigators, victims, witnesses. This case review also requires analysis of past litigation, including trial transcripts, appeal briefs and state or federal post-conviction challenges. Finally, these cases are challenging to determine the availability and significance of potential new forensic testing including DNA , as well, the significance of past and present laws.

In addition, the program deputy is responsible for additional post-conviction case support including liaison to the Governor when the office responds to petitions for Executive Clemency, liaison with the Oregon Board of Parole for purposes of Murder review, Exit interview and Dangerous Offender release hearings, , liaison to the Oregon Department of Justice in its response to Oregon statute based petitions for Post-Conviction Relief and federal petitions for Habeas Corpus relief, hearings before the Psychiatric Security Review Board (PSRB) matter to determine whether a person found Guilty but Insane should continue to be subject to PSRB supervision or discharge.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	PSRB cases reviewed	192	240	100	80
Outcome	PSRB cases actively pursued	162	190	80	60

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$220,458	\$0	\$227,547	\$0
Materials & Supplies	\$2,150	\$0	\$1,600	\$0
Internal Services	\$500	\$0	\$3,682	\$0
Total GF/non-GF	\$223,108	\$0	\$232,829	\$0
Program Total:	\$223,108		\$232,829	
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 2017: 15306 Post Conviction Program

Department: District Attorney **Program Contact:** Don Rees
Program Offer Type: Existing Operating 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. Testing for the project is 100% grant funded via the District Attorney of New York (DANY) grants. Personnel costs are funded through a Portland Police Bureau grant from the Bureau of Justice Assistance (SAKI).

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 for 20 months to prosecute cases resulting from the testing of these kits, the remaining \$89,000 of the award will be expended in FY2018.

Due to capacity constraints at the Oregon State Police (OSP) Crime Lab, testing of USAK's are being performed via a contracted laboratory pre-approved by OSP 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.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of SAFE Kits Tested	44	2600	696	1840
Outcome	Cases reviewed as a result of testing*	-	2600	210	2390
Output	Number of SAFE Kits submitted*	851	3000	1855	294

Performance Measures Descriptions

*This is a new measure.

*This is a new measure. Case review began after testing commenced after 4/1/6.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$191,861	\$0	\$80,762
Contractual Services	\$0	\$1,496,938	\$0	\$1,132,147
Internal Services	\$0	\$19,570	\$3,217	\$8,238
Total GF/non-GF	\$0	\$1,708,369	\$3,217	\$1,221,147
Program Total:	\$1,708,369		\$1,224,364	
Program FTE	0.00	1.00	0.00	0.41

Program Revenues				
Indirect for Dept. Admin	\$16,193	\$0	\$6,065	\$0
Intergovernmental	\$0	\$1,708,369	\$0	\$1,221,147
Total Revenue	\$16,193	\$1,708,369	\$6,065	\$1,221,147

Explanation of Revenues

\$1,132,147 District Attorney of New York (DANY)
 \$89,000 Bureau of Justice Assistance (SAKI)

Significant Program Changes

Last Year this program was: FY 2017: 15307 Sexual Assault Kit Backlog Elimination Project

Department: District Attorney

Program Contact: Paul Weatheroy

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The District Attorney's Chief Investigator provides leadership, policy direction, long and short range planning as well as daily operational oversight for Division IV. This Division is responsible for protecting victims of crime, which includes the most vulnerable persons in Multnomah County. The Chief Investigator is dedicated to public service and community outreach. The Chief Investigator creates and develops partnerships with local, state, federal law enforcement, other government and community organizations throughout the County. This division includes a staff of ten investigators.

Program Summary

The Chief Investigator, Division IV, is a member of senior management with specific division level responsibilities. This position provides direct oversight for ten DA Investigators and the Victims Assistance Program, comprised of 15 Victim Advocates, plus approximately 90 Sexual Assault Volunteer Advocates (SAVA).

The Chief Investigator 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, families, LGBT, homeless and other vulnerable populations that have been victims in Multnomah County. Division IV investigators perform duties which include conducting interviews, processing evidence, locating witnesses, and other critical tasks needed to support Deputy District Attorneys and to help them protect the community and hold defendants accountable.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of victim's utilizing victims assistance programs*	1,464	2,500	1,386	1,262
Outcome	Subpoenas served through Investigations*	4,284	3,500	3,176	4,516

Performance Measures Descriptions

*This is a new measure.

*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	2017	2017	2018	2018
Personnel	\$156,066	\$0	\$171,305	\$0
Materials & Supplies	\$0	\$0	\$3,440	\$0
Internal Services	\$0	\$0	\$14,406	\$0
Total GF/non-GF	\$156,066	\$0	\$189,151	\$0
Program Total:	\$156,066		\$189,151	
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:

*This is a new division for the fiscal year. It includes 15401 Victims Assistance Program and 15402 Investigations. The Victim Assistance Program was previously housed within the Administration Division while the Investigation Program was located within Division 2.

Department: District Attorney **Program Contact:** Paul Weatheroy
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 15401B - Victim Assistance Program
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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	The number of cases assigned a victim advocate for the assistance of the crime victim	1,464	2,500	1,386	1,262
Outcome	Number of court appearances attended to support the victim	1,103	1,500	1,978	2,018

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	2017	2017	2018	2018
Personnel	\$537,372	\$944,754	\$656,140	\$884,852
Contractual Services	\$0	\$0	\$500	\$27,574
Materials & Supplies	\$28,600	\$72,864	\$20,700	\$12,775
Internal Services	\$30,427	\$96,826	\$82,305	\$130,515
Total GF/non-GF	\$596,399	\$1,114,444	\$759,645	\$1,055,716
Program Total:	\$1,710,843		\$1,815,361	
Program FTE	6.13	10.87	6.62	9.88

Program Revenues				
Indirect for Dept. Admin	\$80,116	\$0	\$106,713	\$0
Intergovernmental	\$0	\$1,114,444	\$0	\$1,050,716
Other / Miscellaneous	\$0	\$0	\$0	\$1,000
Beginning Working Capital	\$0	\$0	\$0	\$4,000
Total Revenue	\$80,116	\$1,114,444	\$106,713	\$1,055,716

Explanation of Revenues

\$471,893 Criminal Fine Account (CFAA)
\$578,823 Victims of Crime Act (VOCA)
\$5,000 Restitution ordered by the Court

Significant Program Changes

Last Year this program was: FY 2017: 15005 Victims Assistance Program

This program has been moved to be under the new Division IV's administration. Significant changes in this program area include the reduction of 1.00 FTE Deputy District Attorney due to reductions in state funding.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Subpoenas Issued	6,072	5,750	5,496	4,401
Outcome	Subpoenas Served	4,284	3,500	3,176	4,516

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	2017	2017	2018	2018
Personnel	\$268,807	\$53,630	\$282,801	\$387,120
Contractual Services	\$34,000	\$0	\$0	\$0
Materials & Supplies	\$29,500	\$0	\$23,060	\$0
Internal Services	\$97,770	\$0	\$75,043	\$55,380
Total GF/non-GF	\$430,077	\$53,630	\$380,904	\$442,500
Program Total:	\$483,707		\$823,404	
Program FTE	2.51	0.49	2.53	3.47

Program Revenues				
Intergovernmental	\$0	\$53,630	\$0	\$442,500
Total Revenue	\$0	\$53,630	\$0	\$442,500

Explanation of Revenues

\$388,362 City of Portland
 \$54,138 City of Gresham

Significant Program Changes

Last Year this program was: FY 2017: 15204 Investigations

Prior to FY2018, the City of Portland housed three Investigators employed by the Portland Police at MCDA offices to perform subpoena services. In FY2017, in order to assist with hiring challenges at PPB, the City of Portland contracted with MCDA to provide those subpoena services, resulting in the increase in contract revenue and headcount in FY2018.

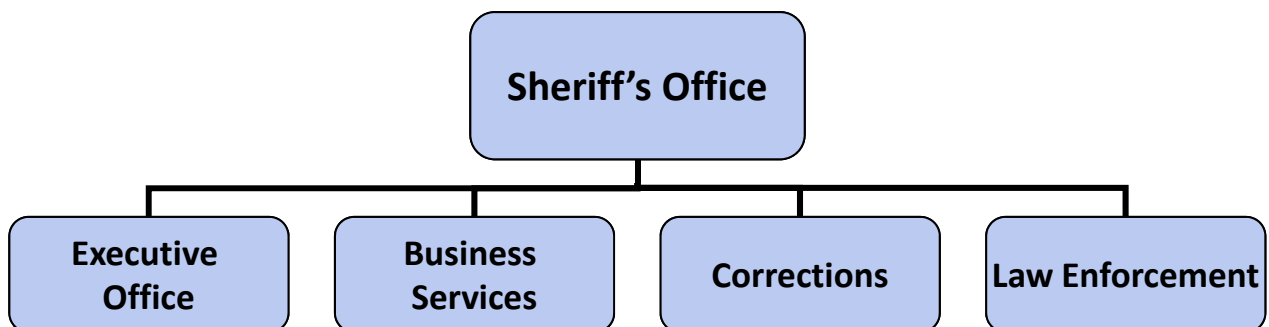
*This program has been moved from Division I to Division IV's administration.

Department Overview

The Multnomah County Sheriff's Office (MCSO) is committed to providing exceptional community service underscoring dignity, respect, and fairness in every contact with all persons throughout the County. Whether providing assistance, responding to calls for service, or managing its jail population, the community can expect professional public service regardless of socio-economic status, religious beliefs, personal beliefs, race, ethnicity, sexual orientation, or immigration status. MCSO employees see themselves as servants of the community first.

Within the Law Enforcement Division, the community depends on well-trained deputies to keep our communities safe by conducting rigorous land and waterway patrol, enforcing laws, conducting search and rescue operations, responding to all emergencies, investigating criminal offenses, supporting all first responders, working collaboratively with the community and other agencies, and through the management of a civil process. The Law Enforcement Division has approximately 45,000 constituents within the unincorporated areas and contract cities it serves. In FY 2018, MCSO will focus law enforcement efforts on assisting the County's homeless population by providing them with alternatives to arrest and incarceration. MCSO will pursue an innovative and collaborative approach to gun violence as a life-saving community safety measure.

Within its Corrections Division, MCSO has two main jails budgeted for a total of 1,192 available beds. The Corrections Division staff works collaboratively with County Courts and other entities to provide incarcerated persons with intake assessments, classification services, mental health and addiction treatment services, laundry services, commissary, transportation services for courts, and release transition assistance. MCSO is focused on improved mental health and substance abuse services to ensure adequate assessment and treatment is provided as close to intake as possible. The goal is to provide specific medical assistance for improved patient outcomes and shortened jail stays.



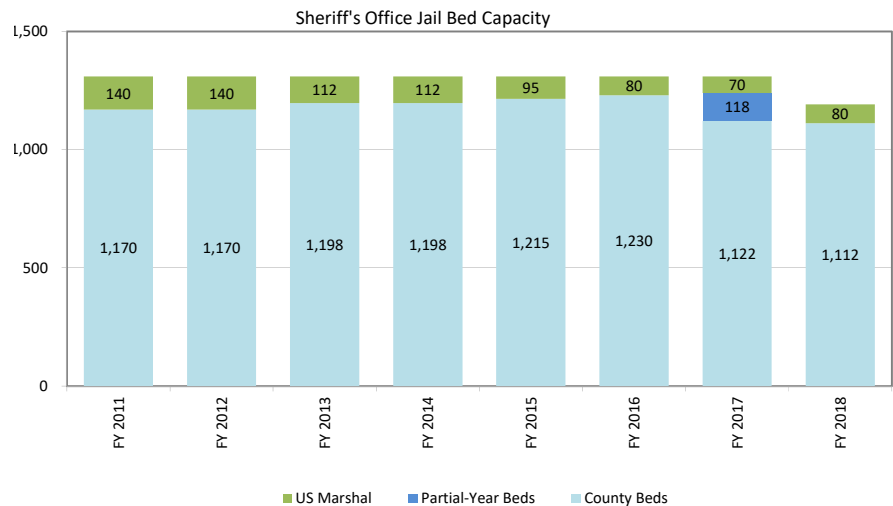
Budget Overview

The Sheriff's Office budget is \$143.3 million, a 3.9% increase from FY 2017. The General Fund comprises 87.5% of the total budget; overall General Fund expenses increased by \$4.5 million (3.8%). Increase is primarily attributable to annual personnel cost growth and an increase in internal services. Other Funds increased \$945,520 (5.6%), including a \$473,495 increase in revenue from contracted trimet police services (60071).

Significant changes include a net FTE decrease, partially due to the cut of the Warrant Strike Team (4.00 FTE) and the end of one-time-only funds for Dorms 4, 5 and an escort post at Inverness Jail (5.46 FTE). With the reduction of the two dorms, the new jail bed capacity for FY 2018 is 1,192 (from 1,310 in FY 2017).

The FY 2018 General Fund allocation includes \$186,380 for new ongoing program MCDC Clinic Escort Deputy (60056) and \$207,602 in one-time-only dollars for the Homeless Outreach Program (HOPE) pilot program (60083A).

The MCSO budget also includes one-time-only funding to complete an electronics upgrade at the Multnomah County Detention Center. Total project costs are \$4.2 million (\$390,000 for escort costs budgeted in MCSO program offer 60046, professional services costs budgeted in DCA program offer 78221).



Budget Trends	FY 2016	FY 2017	FY 2017	FY 2018	Difference
	Actual	Current Estimate	Adopted Budget	Adopted Budget	
Staffing FTE	809.20	806.81	802.26	801.12	(1.14)
Personnel Services	\$107,191,986	\$108,730,467	\$111,171,923	\$114,248,687	\$3,076,764
Contractual Services	1,190,414	946,125	1,190,594	1,356,224	165,630
Materials & Supplies	7,214,055	8,594,713	8,607,807	8,786,492	178,685
Internal Services	16,326,523	16,189,003	16,189,003	18,445,247	2,256,244
Capital Outlay	763,066	640,615	590,095	619,095	29,000
Total Costs	\$132,686,043	\$135,100,922	\$137,749,422	\$143,455,745	\$5,706,323

Successes and Challenges

Successes

Sheriff Michael Reese took command of the MCSO in August 2016. His vision and noted leadership skills are grounded by 26 years of Oregon law enforcement experience, four and a half of those years as Chief of the Portland Police Bureau. His commitment to transparency, fairness, effective communication, collaboration, and sound stewardship of public resources serve as cornerstones of his leadership philosophy. He redesigned the MCSO command structure to include hiring a Chief of Staff to serve as the MCSO's single point of contact for all intra and inter-governmental efforts. The Chief of Staff is responsible for all matters of legislative interest, a revision of policies, and facilitates communication among the three branches of MCSO: Business Services Division (BSD), Law Enforcement, and Corrections. The new MCSO structure included the reconstitution of the BSD. This improvement shifted all non-operational law enforcement and corrections duties under the central command of BSD freeing operational assets to more efficiently focus on their specific Law Enforcement and Corrections missions. The MCSO has aggressively hired new employees to fill vacancies which minimizes overtime. Five command level and ten first-line supervisors were recently promoted to fill existing vacancies providing much-needed leadership to employees. This translates into improved community service and accountability. To address gaps in training compliance, one sergeant was added to the Training Unit.

Challenges

Sheriff Reese's highest priority is keeping the community safe by providing professional public safety services in all program areas. The MCSO will revamp its policy and procedure protocols to ensure compliance with legal mandates and to ensure employees, county government, and the public are aware of what is expected of the MCSO and how it conducts business. All members of the MCSO will work diligently to earn and keep the public's trust during these tumultuous and potentially volatile times. This includes ensuring everyone served by the MCSO is treated with dignity, fairness, and respect.

The MCSO will more intensely focus on addressing homelessness and mental health issues, two prominent challenges facing Multnomah County. Public safety management of homelessness issues will be revamped. Collaborative approaches to those requiring specialized mental health or substance abuse treatment will be implemented. Funding will be sought to pursue countywide joint efforts to meet these challenges. Sheriff Reese will launch an innovative public safety initiative targeting persons involved in gun violence and gun trafficking. Additionally MCSO will provide education regarding the safe handling and storage of firearms to reduce suicide and accidental deaths.

Diversity and Equity

The Multnomah County Sheriff's Office is committed to workplace diversity and equity and to maintaining the utmost professional behavior and standards. MCSO staff provides exemplary service to varied populations throughout Multnomah County and maintain awareness of the ways in which their actions impact vulnerable populations.

The MCSO supports and embraces County policy regarding prohibition of workplace harassment and discrimination. Our workforce reflects community experiences, needs, and perceptions, and we actively participate in community events that value cultural diversity, equity, social justice, and celebration of diverse lifestyles. The Sheriff's Office promoted three women and two minorities to supervisory and executive positions. MCSO also hired one minority executive and over ten women or minorities into permanent positions. Five of fourteen (36%) of MCSO's Executive Staff are women and/or minorities.

MCSO will focus its diversity recruitment efforts by attending hiring events and career fairs which include minority groups. MCSO will continue participation in community events supporting and encouraging diversity. Community outreach efforts inclusive of women and minorities will be prioritized.

The Sheriff's Office strives to continue investing in the community to build a more just and equitable Multnomah County.

Budget by Division

Division Name	FY 2018 General Fund	Other Funds	Total Division Cost	Total FTE
Executive Office	\$4,726,945	\$0	\$4,726,945	24.00
Business Services	22,842,198	2,059,775	24,901,973	131.50
Corrections Division	77,950,949	11,746,363	89,697,312	519.40
Law Enforcement	<u>19,981,376</u>	<u>4,148,139</u>	<u>24,129,515</u>	<u>126.22</u>
Total Sheriff's Office	\$125,501,468	\$17,954,277	\$143,455,745	801.12

Executive Office

The Office of the Sheriff is committed to providing the citizens of Multnomah County exceptional public safety utilizing every available resource within the realm of professional law enforcement and corrections services. The Sheriff and his executive team provide leadership, guidance, and direction to MCSO employees and work collaboratively with all County, city, state, federal, and private concerns to ensure Multnomah County is at the forefront of best practices in public safety service.

The Sheriff has established four basic tenants which drive the Office in providing service to the community. These tenants are a commitment to public safety, earning and keeping community trust, creating a positive work environment, and ensuring sound fiscal stewardship at all levels within MCSO. The Sheriff is committed to transparency, cooperation, collaboration, and fairness in all aspects of Sheriff's Office operations and administration. This includes requests for public comment prior to enacting new policy. He continually engages private and public partners in valuable dialogue and discussion on topics of concern. These discussions provide feedback in real time from vested stakeholders. This guarantees business efficiencies through teamwork inasmuch as shared views and approaches create higher levels of service to the community and in notable cost savings for the MCSO, Multnomah County Government, and allied agencies. These outreach efforts build much needed trust, confidence and support within the community.

Significant Changes

Significant changes include:

- Sheriff Michael Reese took command of MCSO in August 2016.
- A chief of staff was hired to serve the entire MCSO with a focus on professional services, process and policy improvements, inter and intra-governmental relationships, and community outreach.
- Regularly-scheduled meetings with all managers were instituted to ensure information and leadership continuity.
- Regular budget review/oversight meetings are held to guarantee sound fiscal stewardship at all levels of MCSO operations and administration.
- Rigorous efforts were put in place to ensure compliance with the Prison Rape Elimination Act (PREA).
- A review of all policies and procedures was undertaken to improve outputs and efficiencies.
- Sheriff Reese implemented MCSO protocols which ensure transparency and collaboration.

Business Services

The Business Services Division (BSD) oversees seven non-operational MCSO lines of business. BSD prioritizes budget formulation, data-driven decision making, executive liaison and collaboration within Multnomah County government and allied agencies, accurate record keeping, business efficiencies, technological solutions, and well-supplied and resourced operational, support, and administrative units. All of the efforts of the Office are geared toward providing Multnomah County exceptional service. BSD oversees the Fiscal Unit which is responsible for the professional stewardship of all funds allocated to the MCSO. Within the Planning and Research Unit, accurate data is analyzed and reported upon to support data-driven decision making.

The Law Enforcement Support Unit documents, archives, and retrieves investigative information in support of an around-the-clock enforcement effort. The Corrections Support Unit captures, records, archives, and retrieves all information related to arrestees, inmates, and in-custody transports. The Criminal Justice Information System Unit provides up-to-date technology solutions to over 3,000 users across a wide range of platforms. The Auxiliary Services Unit obtains and distributes all supplies and logistics supportive of jail operations and oversees the jail laundry, runs the Inmate Welfare Fund and manages the Inmate Commissary. The Training Unit prepares, delivers, and tracks mandatory training for all employees to ensure compliance and certification requirements are met.

Significant Changes

Significant changes include:

- The Business Services Division (BSD) was reconstituted as an MCSO Division during FY 2017 (60010).
- The MCSO Training Unit (60022A), Law Enforcement Support Unit (60016A, 60024, 60025), and Auxiliary Services Unit (60017, 60018, 60019) were programmed as being within the BSD.

Corrections Division

Multnomah County operates the largest County jail system in Oregon, comprised of 1,192 budgeted beds in two main facilities: The Multnomah County Detention Center (MCDC) is a maximum security facility located in downtown Portland, and the Multnomah County Inverness Jail (MCIJ) is a medium security facility located in East Portland. The Corrections Division is focused on providing effective detention, rehabilitation, and transition services. This is accomplished by addressing the behavior and needs of adults in custody to stabilize, manage, and positively impact arrestees, pretrial inmates and sentenced offenders. This results in cost-effective management of inmates and facilitates successful re-entry into the community.

Corrections personnel manage a population with a multitude of issues, from mental and physical illness, to addiction, to those with a propensity for violence. The Corrections Division meets this challenge through medical screening of all arrestees, and with skilled, evidence-based objective classification leading to safe and appropriate housing. 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. Corrections focuses on stabilizing pretrial inmates and sentenced offenders, fulfilling court requirements, and providing in-jail programs and increased opportunities post-release.

Significant Changes

Significant changes include:

- MCIJ Dorm 5 (59 beds) and the MCIJ East Escort post close at the end of FY 2017. The new system jail bed number will be 1,192 on July 1, 2017. MCIJ Dorm 4 (59 beds) closed in July 2016.
- MCIJ Treatment Readiness Dorm fully implemented to assist inmates suffering from substance addiction.
- 1.00 FTE lieutenant was added and designated as PREA (Prison Rape Elimination Act) Coordinator and Use of Force Inspector.
- MCDC electronics upgrade funded for \$4.2 million (MCSO portion of costs are budgeted in program offer 60046). This project will upgrade intercom and video surveillance systems to newer technologies and identify areas with inadequate video coverage to add new cameras as necessary to ensure compliance with current PREA standards.
- Ongoing funding added for a 1.82 FTE swing shift Clinic Escort Deputy (60056) to support Corrections Health and expand medical access hours for inmates.

Law Enforcement

The Law Enforcement (LE) Division provides 24/7 service to the community in both urban and rural settings. Primary public safety policing services to 45,000 residents in unincorporated Multnomah County and the cities of Wood Village, Maywood Park, Troutdale, Fairview, and Corbett. The Patrol Unit responds to nearly 6,000 calls for service across more than 431 square miles of land and 110 miles of waterways in the County. Additionally, more than three million visitors who travel to Multnomah County to enjoy national scenic and recreation areas rely on the LE Division for safety and security. LE is the first responder to the remote and difficult-to-reach areas of the County, which include Oregon State Parks, the Columbia River Gorge, and the Sauvie Island Wildlife Area.

The LE Division provides countywide programs including East County Major Crimes Team, Domestic Violence/Gun Dispossession supervision, Multnomah County Justice Reinvestment Program enforcement and supervision, Homeless Outreach and Programs Engagement, East Metro Gang Enforcement Team, Special Investigations Narcotics Enforcement Team, Vehicle Crimes Team, and Rapid Response Team. Detectives are focused in Human Trafficking, Elder Abuse, Domestic Violence, Online Predators of Children, and Metro Parks Services. Additionally, LE provides Hazardous Materials Response, Clandestine Drug Lab Response, School Resource Officers in Reynolds and Corbett School Districts, River Patrol, Dive Team and Swift Water Rescue, and conducts county-wide Search and Rescue services as mandated by statute.

Significant Changes

Significant changes include:

- The MCSO Training Unit (60022A), Law Enforcement Support Unit (60016A, 60024, 60025), and Auxiliary Services Unit (60017, 60018, 60019) were moved from the LE Division to the Business Services Division.
- 1.00 FTE sergeant added to the Training Unit (60022A).
- 1.00 FTE lieutenant added to Patrol (60063).
- 3.00 FTE additional deputies added to Trimet Transit Police (60071).
- The Warrant Strike Team (60068A) consisting of 1.00 FTE sergeant and 3.00 FTE deputies was eliminated to meet budgetary constraints. This impacts the timely service of warrants and will now increase the warrant workload for Patrol deputies.
- The Homeless Outreach and Programs Engagement (HOPE) team program (60083A) was adopted as an amendment by the Board. This pilot program adds 2.00 FTE deputies to assist the vulnerable homeless population on a daily basis and coordinate with other service providers to ensure that the fundamental needs of homeless individuals are addressed versus taking a traditional law enforcement approach. The program is funded with one-time-only funds and program success will be reviewed during the year for consideration in the FY 2019 budget.

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 2018 General Fund	Other Funds	Total Cost	FTE
Executive Office					
60000	Executive Office	\$1,896,270	\$0	\$1,896,270	8.00
60003A	Human Resources	1,346,286	0	1,346,286	9.00
60005	Professional Standards	1,484,389	0	1,484,389	7.00
Business Services					
60010	Business Services Admin	1,621,134	0	1,621,134	1.00
60012	Criminal Justice Information Systems	6,348,619	0	6,348,619	7.00
60013	Fiscal Unit	982,096	0	982,096	7.00
60014	Time & Attendance Unit	540,535	0	540,535	5.00
60015A	Planning & Research Unit	755,129	0	755,129	5.00
60016A	Enforcement Division Support	2,479,715	0	2,479,715	26.00
60017	Procurement & Warehouse	1,202,092	0	1,202,092	8.27
60018	Property & Laundry	2,471,405	0	2,471,405	19.00
60019	Commissary	0	912,190	912,190	3.73
60021	Corrections Support	3,826,116	0	3,826,116	37.00
60022A	Training Unit	2,614,075	5,000	2,619,075	8.00
60024	Alarm Program	0	403,500	403,500	1.50
60025	Concealed Handgun Permits	1,282	739,085	740,367	3.00
Corrections Division					
60030	Corrections Division Admin	1,481,855	0	1,481,855	5.82
60032A	Transport	2,984,096	0	2,984,096	16.00
60033A	Booking & Release	8,510,904	0	8,510,904	58.24
60033B	Gresham Temporary Hold	150,616	0	150,616	0.00
60034A	Court Services - Courthouse	4,071,158	0	4,071,158	23.00
60034B	Court Services - Justice Center	1,026,993	0	1,026,993	7.00
60034C	Court Services - JJC	282,793	0	282,793	2.00
60034D	Turn Self In Program	235,553	0	235,553	2.00
60035A	Facility Security - Courts	1,352,034	790,682	2,142,716	16.60
60035B	Facility Security - Jails	2,231,658	0	2,231,658	22.50

Sheriff's Office

fy2018 adopted budget

Prog. #	Program Name	FY 2018 General Fund	Other Funds	Total Cost	FTE
Corrections Division cont.					
60035C	Facility Security - Library	537,226	0	537,226	6.00
60035D	Facility Security - JJC	163,140	0	163,140	2.00
60035E	Domestic Violence Gateway One Stop	80,489	0	80,489	1.00
60036	Classification	3,332,268	0	3,332,268	20.00
60037	Inmate Programs	2,798,346	0	2,798,346	22.00
60038	CERT/CNT	174,310	0	174,310	0.00
60039	MCIJ Work Crews	1,358,501	938,362	2,296,863	12.40
60040A	MCDC Core Jail & 4th Floor	14,378,622	200,000	14,578,622	64.28
60040B	MCDC 5th Floor	4,178,243	0	4,178,243	25.48
60040C	MCDC 6th Floor	2,539,719	0	2,539,719	16.38
60040D	MCDC 7th Floor	3,102,766	0	3,102,766	23.66
60040E	MCDC 8th Floor	1,951,445	0	1,951,445	16.38
60041A	MCIJ Dorms 10, 11 & 18	8,693,143	9,434,279	18,127,422	75.20
60041B	MCIJ Dorms 12 & 13	3,315,576	0	3,315,576	20.02
60041C	MCIJ Dorms 14 & 15	2,110,752	0	2,110,752	12.74
60041D	MCIJ Dorms 16 & 17	590,319	0	590,319	3.64
60041E	MCIJ Dorms 6 & 7	1,960,276	0	1,960,276	14.56
60041F	MCIJ Dorms 8 & 9	1,213,949	0	1,213,949	9.10
60041G	MCIJ East Control Center	914,463	0	914,463	7.28
60043A	Close Street	871,134	0	871,134	5.00
60043B	Close Street Restoration	482,730	0	482,730	3.00
60044	Volunteers	115,120	0	115,120	1.00
60045	Inmate Welfare	0	68,000	68,000	0.00
60046	MCDC Detention Electronics	390,000	0	390,000	0.00
60050	In-Jail Human Trafficking	184,372	0	184,372	1.00
60054	HB3194 Justice Reinvestment - Escorts	0	145,861	145,861	1.30
60055	HB3194 Justice Reinvestment - Program Administrator	0	169,179	169,179	1.00
60056	MCDC Clinic Escort Deputy	186,380	0	186,380	1.82
Enforcement Division					
60060	Enforcement Division Admin	764,346	0	764,346	2.00
60063	Patrol	10,517,525	160,000	10,677,525	51.87

Prog. #	Program Name	FY 2018 General Fund	Other Funds	Total Cost	FTE
Enforcement Division cont.					
60064	Civil Process	1,613,742	0	1,613,742	11.00
60065	River Patrol	1,864,096	831,487	2,695,583	14.50
60066A	Detectives, INTERCEPT, Elder Abuse	1,863,641	69,848	1,933,489	10.00
60067	Special Investigations Unit	1,020,354	726,000	1,746,354	7.00
60071	TriMet Transit Police	0	1,109,502	1,109,502	7.00
60073	Human Trafficking Task Force	144,541	0	144,541	1.00
60074	Metro Services	21,681	545,339	567,020	3.60
60075A	School & Community Resource Officer Program	918,278	48,235	966,513	6.25
60076	Domestic Violence Enhanced Response	103,690	34,564	138,254	1.00
60078	Logistics Unit	684,562	0	684,562	4.00
60083A	Safety Net - Homeless Outreach Program (HOPE)	207,602	0	0	2.00
60084	Gang Enforcement Deputy	28,410	461,375	489,785	3.00
60085	Hornet Trail Rescue and Wilderness Law Enforcement Services Team	20,341	0	20,341	0.00
60088	Gun Disposition/VRO Detail	208,567	0	208,567	1.00
60091	HB3194 Justice Reinvestment - Enforcement Deputy	<u>0</u>	<u>161,789</u>	<u>161,789</u>	<u>1.00</u>
Total Sheriff's Office		\$125,501,468	\$17,954,277	\$143,455,745	801.12

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Department: Sheriff **Program Contact:** Michael Reese

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

Related Programs:
Program Characteristics:
Executive Summary

The Office of the Sheriff is committed to providing the citizens of Multnomah County exceptional public safety utilizing every available resource within the realm of professional law enforcement services. The Sheriff works cooperatively and collaboratively with all county, city, state, federal, and private concerns to ensure Multnomah County is at the forefront of public safety and service. He provides leadership, guidance and direction to his staff as well as the public, private entities, and other government officials to ensure the MCSO is operating at its maximum potential in service to the community.

Program Summary

The Sheriff and his Executive Staff work diligently to ensure community public safety and service needs are consistently met. This is accomplished by continually engaging in valuable dialogue and discussion on topics of importance with the public, community leaders, government officials and private entities. These discussions provide direction in real time from vested stakeholders. The Sheriff works cooperatively and collaboratively in all aspects of Sheriff Office operations and administration which guarantees business efficiencies through teamwork. These shared views and approaches create higher levels of service to the community and in notable efficiencies and cost savings for the MCSO, Multnomah County Government, and allied agencies. The Sheriff employs a “transparency” model when establishing policy or taking a position which potentially impact the public, partners or employees. This includes requests for public comment prior to enacting new policy. This approach builds much-needed trust and support within the community.

The Sheriff interacts with public officials at all levels of government in his quest to secure support, coordination, and collaboration for the good of Multnomah County. These efforts translate into greater impacts through mutual understandings of how and what the MCSO prioritizes and acts upon when developing public safety strategies for the community. The Sheriff’s Office strives to provide the highest levels of professional law enforcement services by ensuring sound, data-driven decision making in each of the three MCSO divisions; Law Enforcement, Corrections, and Business Services. The Sheriff oversees the disbursement of all funds granted to the MCSO. His careful oversight and stewardship of these funds is a done through a well-staffed and highly-experienced Fiscal Unit. The Fiscal Unit keeps the Sheriff apprised of governing provisions which instruct how funds can be disbursed and on the status of the MCSO Budget.

The Sheriff keeps County Government Executives informed on the activities and direction of the MCSO. He relies on his Chief of Staff (COS) to address all of their concerns on a timely basis which contributes to effective governance. He further relies on his COS to participate with Oregon’s Legislature as a means of building the MCSO for the good of its citizens. The Sheriff relies on his Media Representative to assist in keeping the public well informed on a wide range of MCSO activities. This builds community support by ensuring the community is aware that the MCSO serves them as its first priority.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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	89%	95%	90%	90%

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	2017	2017	2018	2018
Personnel	\$1,321,018	\$0	\$1,310,917	\$0
Contractual Services	\$85,223	\$0	\$85,223	\$0
Materials & Supplies	\$136,640	\$0	\$136,640	\$0
Internal Services	\$356,493	\$0	\$363,490	\$0
Total GF/non-GF	\$1,899,374	\$0	\$1,896,270	\$0
Program Total:	\$1,899,374		\$1,896,270	
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 2017: 60000 Executive Office

1.00 FTE moved from PO 60013 Fiscal Unit to the Executive Office 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of leave requests (Admin/LOA/FMLA/OFLA/WC/Military) processed	728	700	755	800
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	2017	2017	2018	2018
Personnel	\$1,145,827	\$0	\$1,213,234	\$0
Contractual Services	\$11,657	\$0	\$11,657	\$0
Materials & Supplies	\$23,889	\$0	\$23,889	\$0
Internal Services	\$95,054	\$0	\$97,506	\$0
Total GF/non-GF	\$1,276,427	\$0	\$1,346,286	\$0
Program Total:	\$1,276,427		\$1,346,286	
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 2017: 60003A Human Resources

Department: Sheriff

Program Contact: Travis Gullberg

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

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.

Program Summary

Professional Standards consists of the Inspections Unit, a Life Safety Specialist, Internal Affairs (IAU), Use of Force (UOF) Inspector and Prison Rape Elimination Act (PREA) Coordinator. These units provide continuous examination of our policies, operations and budget in the spirit of meeting accountability and transparency expectations while holding the Sheriff's Office to the highest industry standards and best practices.

Professional Standards ensures accountability through continual inspections and investigations of MCSO operations and personnel. The Inspections Unit makes recommendations for policies and procedures based on public safety industry standards and best practices through independent auditing. The unit inspects and audits all facets of MCSO operations including, correctional facilities, facilitates and monitors safety committees, conducts accident reviews, and provides Life Safety auditing and training to meet Occupational Safety and Health Administration (OSHA) standards compliance. 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. The Use of Force Inspector conducts regular audits of Use of Force Reports, makes recommendations for use of force policies and procedures based on public safety industry best standards, and regularly reports Agency statistical information regarding use of force to ensure accountability and transparency. The PREA Coordinator ensures through continuous coordination and auditing of PREA policies and procedures that MCSO meets national standards.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 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
Outcome	Percent of new sexual abuse allegations assessed within 48 hours to determine the need for a formal investigation	NA	NA	NA	100%
Output	Number of OSHA, Blood-borne Pathogen, Respirator Training classes	NA	NA	NA	20

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). Sexual abuse allegations assessed and OSHA classes are new performance measures.

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	2017	2017	2018	2018
Personnel	\$995,745	\$0	\$1,262,740	\$0
Contractual Services	\$22,440	\$0	\$22,440	\$0
Materials & Supplies	\$78,077	\$0	\$78,077	\$0
Internal Services	\$106,840	\$0	\$121,132	\$0
Total GF/non-GF	\$1,203,102	\$0	\$1,484,389	\$0
Program Total:	\$1,203,102		\$1,484,389	
Program FTE	6.00	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 2017: 60005 Professional Standards

Added 1.0 FTE to oversee the PREA (Prison Rape Elimination Act) Program by reallocating funds elsewhere within the Sheriff's Office.

Department: Sheriff

Program Contact: Art Balizan

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Business Services Office oversees seven non-operational lines of business, each supportive of MCSO Law Enforcement, Corrections, and the Office of the Sheriff. The Office prioritizes budget formulation, data-driven decision making, executive liaison and collaboration within Multnomah County Government and allied agencies, accurate record keeping, business efficiencies, technological solutions and well supplied and resourced operational, support and administrative units. All of the efforts of the Office are geared toward providing Multnomah County exceptional service.

Program Summary

The Business Services Office is mission focused with an objective of providing exceptional support to MCSO's Operational divisions, the Office of the Sheriff, and by extension, to Multnomah County Government, the citizenry, and allied agencies. The Office oversees the Fiscal Unit which is responsible for the professional stewardship of all funds allocated to the MCSO. This is accomplished through transparent fiscal management overseen, reviewed and approved at multiple levels. Within the Planning and Research Unit, accurate data is analyzed and reported upon to support data-driven decision making. Reliable analyses support the Sheriff's Office in each of the three branches; Law Enforcement, Corrections, and Administration. Law Enforcement Records archives and retrieves investigative information in support of a 24/7 enforcement effort throughout the year. Corrections Support captures, records, archives, and retrieves all information related to all arrestees, inmates, and in-custody transports. Court orders, detainers, photographs and all other documentation related to these persons are processed by the Unit. The Criminal Justice Information System (CJIS) Unit provides up-to-date technology solutions to over 3,000 users across a wide range of platforms. Auxiliary Services obtains and distributes all supplies and logistics supportive of corrections and oversees the Jail Laundry, runs the Inmate Welfare Fund and manages the Inmate Commissary. The Training Unit prepares and delivers mandatory training to ensure compliance and certification requirements are met and further provides other identified training which enhances employee capabilities and effectiveness.

The Office manages the MCSO Citizens Budget Advisory Committee (CBAC) through regularly-scheduled business meetings, is an MCSO point of contact for the Local Public Safety Coordinating Council (LPSCC), is an executive level point of contact for area public safety executives, and is a point of contact for state and federal allies supportive of collaborative public safety programs and approaches. An emphasis is placed on positive interaction with other agencies and organizations to ensure the citizens of Multnomah County receive exceptional service through agency cooperation and collaborative program and resource synergy. The Office briefs the Sheriff on a daily basis to ensure Business Services is in line with his vision of MCSO's direction and remains consistent with the direction of Multnomah County Government.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Performance Measures Met within Division	94%	90%	90%	90%
Outcome	Corrections Deputy Vacancies Filled	29	35	35	40

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. During agency restructuring, some units moved from Enforcement to Business Services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$414,398	\$0	\$406,059	\$0
Contractual Services	\$12,724	\$0	\$12,724	\$0
Materials & Supplies	\$1,185,311	\$0	\$1,181,043	\$0
Internal Services	\$20,338	\$0	\$21,308	\$0
Total GF/non-GF	\$1,632,771	\$0	\$1,621,134	\$0
Program Total:	\$1,632,771		\$1,621,134	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Other / Miscellaneous	\$987,752	\$0	\$1,307,617	\$0
Total Revenue	\$987,752	\$0	\$1,307,617	\$0

Explanation of Revenues

General Fund:
 \$1,307,617 - Departmental Indirect Revenue

Significant Program Changes

Last Year this program was: FY 2017: 60010 Business Services Admin

Department: Sheriff **Program Contact:** Andrew Potter
Program Offer Type: Support **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

MCSO's Criminal Justice Information Systems (CJIS) Unit strives to provide the highest quality, most reliable, and cost effective Information Technology (IT) services to MCSO users. The Unit supports all components within the Sheriff's Office such that all employees are positioned to provide exemplary service within their respective areas of operation, all supportive of a safe livable community. The CJIS Unit focuses on providing over 3,000 users the best technology solutions, accurate information, and timely responses which consistently facilitate correct data-driven decision making.

Program Summary

The MCSO CJIS Unit supports all aspects of IT for the Sheriff's Office, including but not limited to PCs, laptops, smart phones, servers (both physical and virtual), printers, directory services (including email, authentication and security), a secure virtual privacy network (VPN), mobile computer systems in the MCSO fleet and a number of CJIS and non-CJIS applications. The MCSO currently supports upwards of 3,000 users, between our internal users and partner agency users, all need access to the Sheriff's Warrants and Information System (SWIS), ImageWare Systems (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. The Unit supports external partners' access and authentication to MCSO CJIS applications as well as public access to MCSO data via our website at www.mcso.us. MCSO's CJIS is a partner with Multnomah County District Attorney IT, Multnomah County IT, and Regional Justice Information Network (RegJIN) with collaborative work to benefit our agencies and our customers.

The Unit supports 700 desktop / laptop PCs, 200 smartphones, 150 network printers, 100 servers, both virtual and physical, and over 3,000 users between MCSO staff, volunteers and external partners needing access to MCSO CJIS Applications and IT Systems. The Unit conducts thorough assessments of technology needs and recommends useful and cost-effective upgrades and/or solutions based on identified need. Given its need to availability and sustainability, MCSO CJIS operates a standalone Helpdesk which serves all users as quickly and efficiently as possible to ensure continuity of operations.

The CJIS Unit supports PREA and other IT security-related policies and procedures to ensure compliance with mandated requirements. The CJIS Unit also hosts FBI audits for agency CJIS compliance and develops implementation plans for the audit recommendations.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of work orders completed	4342	5000	4200	4800
Outcome	Average time to complete work orders (hours)	71	65	74	70

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	2017	2017	2018	2018
Personnel	\$1,163,903	\$0	\$1,207,561	\$0
Contractual Services	\$20,859	\$0	\$20,859	\$0
Materials & Supplies	\$615,855	\$0	\$630,855	\$0
Internal Services	\$3,119,321	\$0	\$4,489,344	\$0
Total GF/non-GF	\$4,919,938	\$0	\$6,348,619	\$0
Program Total:	\$4,919,938		\$6,348,619	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Service Charges	\$8,440	\$0	\$8,440	\$0
Total Revenue	\$8,440	\$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 2017: 60012 Criminal Justice Information Systems

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	2017	2017	2018	2018
Personnel	\$798,693	\$0	\$894,294	\$0
Materials & Supplies	\$14,455	\$0	\$14,455	\$0
Internal Services	\$69,310	\$0	\$73,347	\$0
Total GF/non-GF	\$882,458	\$0	\$982,096	\$0
Program Total:	\$882,458		\$982,096	
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 2017: 60013 Fiscal Unit

1.00 FTE moved from the Fiscal Unit to PO 60000 Executive Office 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 saves the County money by providing timely, accurate, and reliable time entry, audit, and other reporting to management. This ensures that agency staff are correctly paid as well as confirming policies, contract language, and work rules are being consistently followed. The Unit works with employees and management to resolve any payment discrepancies. This Unit is critical inasmuch as over 80% of the MCSO Budget is reflected in salaries.

Program Summary

The Time & Attendance Unit is responsible for the management of payment and leave information for over 800 County employees. The Unit's tasks are magnified by undertaking the critical responsibility of accurately recording and reporting the time and attendance of employees working a wide variety of schedules, shifts, work classifications and changing assignments within a 24/7, 365-day environment. The Unit performs time audits before the payroll cycle is run to ensure all employees are accurately compensated for their work effort. This refined audit identifies potential discrepancies before they occur.

The accurate and reliable management of employee time is an important element to the efficient use of public funds and is often an area susceptible to error in a 24/7 public safety operations environment. The Time & Attendance Unit is a major component of the Sheriff's Office's time management accountability which includes appropriate levels of staffing; use of overtime; use of planned time off such as vacation, personal holidays, sick leave and comp time. The Unit works diligently to ensure each employee's payroll and leave numbers are always accurate. This efficiency translates into cost savings for the County by ensuring accuracy and accountability and by ensuring employee morale is maintained at its highest based, in part, by providing them accurate and reliable information related to their pay and leave on a timely basis.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total time entry hours approved per year	1,851,973.5	1,900,000	1,855,000	1,900,000
Outcome	Percent of special checks issued due to time entry	11%	12%	15%	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	2017	2017	2018	2018
Personnel	\$456,012	\$0	\$471,455	\$0
Materials & Supplies	\$13,811	\$0	\$13,811	\$0
Internal Services	\$53,586	\$0	\$55,269	\$0
Total GF/non-GF	\$523,409	\$0	\$540,535	\$0
Program Total:	\$523,409		\$540,535	
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 2017: 60014 Time & Attendance Unit

Department: Sheriff

Program Contact: Art Balizan

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Planning and Research Unit provides critical research and data analysis which helps inform Sheriff's Office policy decisions, budgetary development, and operational effectiveness. The unit provides insight to support Sheriff's Office programs through its expertise in areas such as web-based application development, program and policy evaluation, and cost-benefit analysis. The work of the Planning and Research Unit helps ensure the Sheriff's Office, local public safety partners, and the public are kept well informed.

Program Summary

The Planning and Research Unit makes it possible for the Sheriff's Office to make data-driven, evidence-based decisions. Products created by this unit allow for informed policy decisions, assist in performance measurement, and provide data-driven insight into jail and law enforcement operations. Planning and Research staff participate in work groups with other analysts throughout the public safety continuum which enables the Sheriff's Office to leverage the most appropriate data and resources which results in a more effective and informative product for use by local public safety decision-makers. Although the breadth of work taken on by the Planning and Research Unit is vast, specific, on-going projects include reporting monthly jail statistics, production of the Sheriff's Office financial dashboard, and providing law enforcement with reliable crime statistics and analysis. The unit also plays an integral role in support of agency compliance with the Prison Rape Elimination Act (PREA).

The Planning and Research Unit provides critical support to agency operations through the development and maintenance of web-based applications. Applications such as the Corrections Inmate Management System (CIMS) and EZ Writer provide necessary tools for staff to effectively manage the jail population. The Planning and Research Unit's ability to create and expand upon in-house data collection and analysis tools is important if the Sheriff's Office is to continue its data-driven, evidence-based philosophy of decision-making while staying on the leading edge of corrections and law enforcement innovation.

The Planning and Research Unit is highly effective at driving critical, time sensitive analyses at the request of a variety of requestors supportive of operations and administrative needs, both internally and externally. Accurate analyses and reporting provided by the Unit translates into cost-savings outcomes in a variety of areas.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Quantitative analytics	1880	1500	1798	1500
Outcome	Qualitative analytics	532	300	514	500
Output	Work requests for internal database applications such as CIMS, EZ Writer, Telestaff, etc...	528	500	450	452

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 during the fiscal year in U:P&R. Internal database applications include CIMS, EZ Writer, Telestaff, Online Training System, Gun Track, PREA database, Emergency Notification App, and the SIU ledger. 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	2017	2017	2018	2018
Personnel	\$783,736	\$0	\$703,199	\$0
Materials & Supplies	\$5,556	\$0	\$5,556	\$0
Internal Services	\$44,454	\$0	\$46,374	\$0
Total GF/non-GF	\$833,746	\$0	\$755,129	\$0
Program Total:	\$833,746		\$755,129	
Program FTE	6.00	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 2017: 60015 Planning & Research Unit

Cut 1.0 FTE to reallocate funding elsewhere within the Sheriff's Office and to meet Fiscal Year constraint.

Department: Sheriff

Program Contact: Francis Cop

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The citizens of Oregon have designated certain activities be regulated supportive of a safe and livable community. One of these activities is the MCSO's Alarm Program which administers and manages the reporting of legitimate and false alarms. False alarms are subject to penalties in an effort of reduce their number and unnecessary responses by law enforcement. The Program presently manages approximately 6,800 alarm customers.

Program Summary

Within the Law Enforcement Support Unit, the Alarm component (Alarms) issues burglary and robbery alarm permits, both residential and business. Currently, approximately 6,800 alarm customers are being managed within Alarms. Within Alarms, a False Alarm Reduction Program is run which tracks burglary and robbery alarms in unincorporated Multnomah County and through collaborative contracts with east Multnomah County cities.

Effective Alarm-use management increases the probability that law enforcement responds to valid alarms. This conserves scarce public safety resources by reducing the number of reported false alarms. The program includes penalties for the reporting of false alarms which motivates alarm customers to properly maintain their equipment and exercise sound alarm-use practices. False alarm response is an inefficient use of time and resources and presents potential safety concerns for innocent citizens and law enforcement as a result of an armed response. The efficient use and management of properly-working alarms provides increased security for the community, a reduction in criminal offenses, more effective law enforcement, and cost savings for the County.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of warrants received and entered	20122	21000	20000	21000
Outcome	Number of protective orders received and entered	2005	2,500	3384	3000
Output	Number of law enforcement records entered	10025	9,000	10038	10000
Output	Number of LEDS/NCIC records validated (PO, Warrants, Others)	10565	17000	16050	17000

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. (4) Support the record requirements of the cities with police services contracts through the Multnomah County Sheriff's Office. These cities include Maywood Park, Troutdale and Wood Village. (5) Record validation is required monthly by the State of Oregon and the FBI.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$2,316,671	\$0	\$2,342,206	\$0
Contractual Services	\$13,450	\$0	\$13,450	\$0
Materials & Supplies	\$52,517	\$0	\$83,101	\$0
Internal Services	\$55,874	\$0	\$40,958	\$0
Total GF/non-GF	\$2,438,512	\$0	\$2,479,715	\$0
Program Total:	\$2,438,512		\$2,479,715	
Program FTE	26.00	0.00	26.00	0.00

Program Revenues				
Fees, Permits & Charges	\$15,500	\$0	\$29,070	\$0
Other / Miscellaneous	\$18,000	\$0	\$18,000	\$0
Total Revenue	\$33,500	\$0	\$47,070	\$0

Explanation of Revenues

General Fund:
 \$29,070 - Tow Fees
 \$18,000 - Report Requests

This amount is based on what was received during the first 6 months of FY17.

Significant Program Changes

Last Year this program was: FY 2017: 60061 Enforcement Division Support

In Fiscal Year 2017, this program offer was moved from the Law Enforcement Division to the Business Services Division. This move included 26.0 FTE.

Also, moved 1.00 FTE from program offer 60064 Civil Process to this program offer.

Department: Sheriff **Program Contact:** Steven Alexander

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

Related Programs:
Program Characteristics:
Executive Summary

Within the Auxiliary Services Unit, the Procurement and Warehouse component offers critical support to MCSO Corrections, Business Services and Law Enforcement staff, arrestees, pre-trial inmates, sentenced offenders, other agencies and the public. It is responsible for the overall warehouse operation including contracts and requisitions, purchasing, and receiving/distribution of certain equipment and supplies as well as inmate commissary. The MCSO Warehouse serves as Receipt, Stage and Storage (RSS) Center for certain public health emergencies occurring in the County.

Program Summary

Procurement & Warehouse facilitates the purchase of goods and services for MCSO operations. The procurement staff strives to acquire goods and services utilizing sound fiscal practices to ensure the best value from responsible vendors which translates into cost savings for the MCSO and County. The staff works cooperatively with County Central Purchasing throughout the year as needed ensuring tax-payer dollars are spent consistent with best practices and that appropriate amounts of goods are readily available.

The receipt and distribution of property and supplies through the warehouse support MCSO operations in nine facilities, often on a daily basis. Purchasing, receiving, distributing, and warehousing items used by MCSO require continual attention to ensure accurate and timely logistics outcomes. The staff emphasizes the safety and security of staff and inmates as its highest priority. The requirements of inmates, whether through jail supplies or commissary, are prioritized guaranteeing the health, safety and well-being of those persons under MCSO custody.

Warehouse personnel train routinely as part of RSS operational readiness planning and response. This effort requires a keen focus on situational readiness and a tested collaborative approach to ensure success during times of crisis. This is a collaborative partnership with the Multnomah County Health Department and Emergency Management.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total dollar value of purchase orders placed	4,065,927	4,000,000	3,983,800	4,000,000
Outcome	Total number of delivery stops made	3,075	3,000	3,050	3,000

Performance Measures Descriptions

"Total dollar value of purchase orders placed" from SAP, provided by Gwen Tyler.

"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	2017	2017	2018	2018
Personnel	\$981,925	\$0	\$1,005,478	\$0
Materials & Supplies	\$18,966	\$0	\$18,966	\$0
Internal Services	\$144,211	\$0	\$177,648	\$0
Total GF/non-GF	\$1,145,102	\$0	\$1,202,092	\$0
Program Total:	\$1,145,102		\$1,202,092	
Program FTE	8.27	0.00	8.27	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 60079 Procurement & Warehouse

In Fiscal Year 2017, this program offer was moved from the Law Enforcement Division to the Business Services Division. This move includes 8.27 FTE.

Department: Sheriff **Program Contact:** Steven Alexander
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Within the Auxiliary Services Unit, the Property and Laundry Component performs mandatory functions required by Oregon Revised Statutes (ORS). MCSO conducts the inventory and safeguarding of inmate property which guarantees accountability of property and prevents prohibited items from entering detention facilities. MCSO also provides reliable laundry services for the inmate population ensuring them clean clothing and linens which are in good condition and repair.

Program Summary

Consistent with governing statute, the Auxiliary Services Unit (through the Property and Laundry Component) is responsible for the inventory and secure storage of all inmate property and valuables on a 24/7 basis throughout the year. The meticulous inventory and careful storage of inmate property allows for accurate accountability and prevents the introduction of prohibited items from entering detention facilities. 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. Property responsibilities include bail checks, property and money releases and preparation of all out-of-county transports through MCSO facilities.

Laundry Services ensures that inmates are provided with clean, serviceable clothing and linens. Clean laundry and linen products are provided to inmates on a bi-weekly basis. Sewing services are also provided to mend and prolong the life of inmate jail clothing and alterations to staff uniforms. This in-house service provides cost savings to the County by extending the life of certain textiles and by not incurring contractor costs for similar services outside of MCSO.

Laundry services are also provided to Juvenile Detention and Transitional Project's Warming Center. The Transitional Project serves the homeless population and the Laundry Facility provides clean blankets twice weekly during the cold winter months.

The MCSO Corrections Division Laundry is supervised by MCSO personnel and operated by inmates assigned to work in the Laundry Facility. This industrial-skills experience provides an opportunity for selected inmates to learn both technical and soft skills such as following directions and working in a team environment. These skills hopefully serve to enhance an inmate's chances of securing employment after release.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Pounds of clean laundry processed for inmates	1,302,631	1,200,000	1,114,934	1,150,000
Outcome	Total paid claims regarding lost/missing inmate property	4	3	4	4
Outcome	Total bookings/releases processed by Property	66,990	70,000	61,019	61,000

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 Vericlaim. "Total booking/releases processed by Property" from Planning and Research, Mobius Report 703 (total bookings) and Mobius Report 695 (ALS/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	2017	2017	2018	2018
Personnel	\$1,949,335	\$0	\$1,976,008	\$0
Materials & Supplies	\$136,770	\$0	\$136,770	\$0
Internal Services	\$226,753	\$0	\$233,627	\$0
Capital Outlay	\$125,000	\$0	\$125,000	\$0
Total GF/non-GF	\$2,437,858	\$0	\$2,471,405	\$0
Program Total:	\$2,437,858		\$2,471,405	
Program FTE	19.00	0.00	19.00	0.00

Program Revenues				
Service Charges	\$2,700	\$0	\$1,160	\$0
Total Revenue	\$2,700	\$0	\$1,160	\$0

Explanation of Revenues

General Fund:

\$1,160 - Reimbursement for Providing Commercial Laundry Services

Significant Program Changes

Last Year this program was: FY 2017: 60080 Property & Laundry

In FY 2017, this program offer was moved from the Law Enforcement Division to the Business Services Division. This move includes 19.00 FTE.

Legal / Contractual Obligation

Charter 6.50(1)
Operational Procedures 06.106.010 – 06.106.088
Oregon Jail Standards F-301, F-302, F-303, F-304, F-305, F-306

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$355,119	\$0	\$367,750
Materials & Supplies	\$0	\$407,751	\$0	\$451,043
Internal Services	\$0	\$72,443	\$0	\$93,397
Total GF/non-GF	\$0	\$835,313	\$0	\$912,190
Program Total:	\$835,313		\$912,190	
Program FTE	0.00	3.73	0.00	3.73

Program Revenues				
Indirect for Dept. Admin	\$51,042	\$0	\$70,112	\$0
Other / Miscellaneous	\$0	\$835,313	\$0	\$912,190
Total Revenue	\$51,042	\$835,313	\$70,112	\$912,190

Explanation of Revenues

Inmate Welfare Trust Fund:
\$912,190 - Revenue from Commissary Sales to Inmates

Significant Program Changes

Last Year this program was: FY 2017: 60081 Commissary

In Fiscal Year 2017, this program offer was moved from the Law Enforcement Division to the Business Services Division. This move included 3.73 FTE.

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 (CSU) is mandatory for the successful and accurate management of arrestee, pretrial, and inmate population information. CSU processes inmate bookings, transports, releases, court orders, and monitors Federal prisoners. CSU is responsible for being responsive to the public's phone calls regarding all aspects of Corrections and for the processing of Forced Population Releases in accordance with the Capacity Management Plan as adopted by the Board of Commissioners. CSU is a 24/7 operation throughout the year.

Program Summary

The CSU 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. CSU provides receptionist duties for the Multnomah County Department of Corrections, processes Forced Releases when a designated 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 of ensuring all arrestee information is entered into multiple criminal justice information systems accurately and in a timely manner. In order to ensure the safety and security of corrections staff, law enforcement agencies and the community, the CSU must be meticulous and thorough in processing bookings, transports, court orders, sentences and releases. The Unit is diligent in safeguarding the rights of all inmates and arrestees, thereby limiting the county's liability exposure. Unit staff members work closely and collaboratively 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.

The CSU ensures all information processed is properly recorded, archived and secured. Only those persons or entities having a need or right to know are allowed access. The CSU processes and protocols allow for accurate retrieval of information consistent with governing provisions.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of computer bookings	34,400	36,000	32,000	35,000
Outcome	Number of sentence release date calculations	14,650	14,500	14,000	13,000

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	2017	2017	2018	2018
Personnel	\$3,604,458	\$0	\$3,727,586	\$0
Contractual Services	\$789	\$0	\$789	\$0
Materials & Supplies	\$74,858	\$0	\$74,858	\$0
Internal Services	\$21,673	\$0	\$22,883	\$0
Total GF/non-GF	\$3,701,778	\$0	\$3,826,116	\$0
Program Total:	\$3,701,778		\$3,826,116	
Program FTE	37.00	0.00	37.00	0.00

Program Revenues				
Other / Miscellaneous	\$6,300	\$0	\$10,500	\$0
Service Charges	\$123,000	\$0	\$62,880	\$0
Total Revenue	\$129,300	\$0	\$73,380	\$0

Explanation of Revenues

General Fund:
 \$62,880 - Social Security Incentive Revenue
 \$10,500 - Report Requests

*Estimate based on FY17 mid-year revenue

Significant Program Changes

Last Year this program was: FY 2017: 60021 Corrections Support

Department: Sheriff **Program Contact:** Nicole Morrisey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The MCSO Training Unit (TU) is responsible for ensuring sworn and non-sworn employees at all levels are provided with training opportunities supportive of their assignments, roles, and responsibilities. The TU strives to provide both required and other useful training which serves to ensure each employee is compliant with established training requirements and possessive of knowledge and skills necessary to ensure quality service to the community.

Program Summary

Each sworn member of the MCSO is required to receive a mandated number of training hours in designated areas consistent with standards established by the State of Oregon by either the Department of Public Safety, Standards, and Training (DPSST) or by Oregon Jail Standards (OJS) guidelines. The TU identifies, prepares, schedules and delivers the mandated training throughout the year. Compliance with these training standards better positions our employees and the agency to remain prepared to undertake the variety of complex challenges facing public safety. The TU further identifies training needs for all MCSO employees which, although not mandated, are essential to ensure each employee is current with acceptable practices, governing provisions, relevant trends, updates, and recognized best practices. This training focus ensures the workforce operates at its maximum potential in an ever-changing and highly challenging environment.

The TU provides a wide range of extremely valuable training which include orientation training for both sworn and non-sworn new hire employees and annual in-service training for approximately 650 employees to refresh their knowledge, skills and abilities; firearms and defensive tactics, conflict resolution, decision making, defensive and pursuit driving, recruit and new supervisor field training programs and various other topics based on the needs of the agency. The TU is presently identifying training needs and developing critical training in the areas of Crisis Intervention, Self-Care and Resiliency, Use of Force, Ethics and Professionalism, and Leadership for Supervisors.

The TU maintains employee training records, works closely with sworn staff to ensure basic certification standards are met, as well as confirms that all staff continue to meet the maintenance certification standards. The Training Unit ensures compliance with federal and state laws, MCSO policy and work rules, safety considerations, professional standards, and recommended best practices. The training curriculum is developed by TU staff and is delivered to employees as efficiently as possible including online delivery, classroom study and hands-on practical scenarios. The priority and focus of the TU is to ensure each employee is well trained in current methodologies and practices. It is understood throughout the agency that a well-trained workforce is more likely to be successful in their assignments and best positioned to provide exceptional service to the community.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Student classroom training hours	19,851	NA	19,851	19,851
Outcome	Student online training hours	3679	NA	3643	3900

Performance Measures Descriptions

New performance measures for FY18 to measure online and classroom training hours. Data from the MCSO Online Training System. Estimates and FY18 Offer based on 650 students receiving training.

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	2017	2017	2018	2018
Personnel	\$1,826,364	\$4,573	\$2,083,143	\$4,495
Materials & Supplies	\$354,869	\$0	\$354,869	\$0
Internal Services	\$143,883	\$427	\$176,063	\$505
Total GF/non-GF	\$2,325,116	\$5,000	\$2,614,075	\$5,000
Program Total:	\$2,330,116		\$2,619,075	
Program FTE	7.50	0.00	8.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$306	\$0	\$384	\$0
Service Charges	\$0	\$5,000	\$0	\$5,000
Total Revenue	\$306	\$5,000	\$384	\$5,000

Explanation of Revenues

\$5,000 - Reimbursement for the usage of the training facility.

Significant Program Changes

Last Year this program was: FY 2017: 60092A Training Unit

In FY 2017, this program offer moved from the Law Enforcement Division to the Business Services Division. This move included 7.50 FTE.

Also, by reallocating funds elsewhere within the Sheriff's Office, this program offer added 0.50 FTE.

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 be regulated supportive of a safe and livable community. One of these activities is the MCSO's Alarm Program which administers and manages the reporting of legitimate and false alarms. False alarms are subject to penalties in an effort of reduce their number and unnecessary responses by law enforcement. The Program presently manages approximately 6,800 alarm customers.

Program Summary

Within the Law Enforcement Support Unit, the Alarm component (Alarms) issues burglary and robbery alarm permits, both residential and business. Currently, approximately 6,800 alarm customers are being managed within Alarms. Within Alarms, a False Alarm Reduction Program is run which tracks burglary and robbery alarms in unincorporated Multnomah County and through collaborative contracts with east Multnomah County cities.

Effective Alarm-use management increases the probability that law enforcement responds to valid alarms. This conserves scarce public safety resources by reducing the number of reported false alarms. The program includes penalties for the reporting of false alarms which motivates alarm customers to properly maintain their equipment and exercise sound alarm-use practices. False alarm response is an inefficient use of time and resources and presents potential safety concerns for innocent citizens and law enforcement as a result of an armed response. The efficient use and management of properly-working alarms provides increased security for the community, a reduction in criminal offenses, more effective law enforcement, and cost savings for the County.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of alarm events	2651	2700	2800	2800
Outcome	Number of false alarms dispatches completed	1894	1800	1900	1900
Output	Number of new alarm permits issued	654	700	700	700
Output	Number of existing alarm permits renewed	5876	6400	6000	6000

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	2017	2017	2018	2018
Personnel	\$0	\$125,273	\$0	\$128,991
Contractual Services	\$0	\$139,897	\$0	\$212,747
Materials & Supplies	\$0	\$2,624	\$0	\$2,624
Internal Services	\$0	\$39,706	\$0	\$59,138
Total GF/non-GF	\$0	\$307,500	\$0	\$403,500
Program Total:	\$307,500		\$403,500	
Program FTE	0.00	1.50	0.00	1.50

Program Revenues				
Indirect for Dept. Admin	\$18,790	\$0	\$31,013	\$0
Fees, Permits & Charges	\$0	\$137,500	\$0	\$273,500
Other / Miscellaneous	\$0	\$135,000	\$0	\$95,000
Beginning Working Capital	\$0	\$35,000	\$0	\$35,000
Total Revenue	\$18,790	\$307,500	\$31,013	\$403,500

Explanation of Revenues

Special Ops Fund:

\$35,000 - Carry-over from Fiscal Year 2017

\$13,500 - Alarms Late Fees

\$260,000 - Alarms Permits

\$95,000 - False Alarms Fines

Significant Program Changes

Last Year this program was: FY 2017: 60069 Alarm Program

In Fiscal Year 2017, this program offer was moved from the Law Enforcement Division to the Business Services Division. This move includes 1.5 FTE.

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 be regulated in order to facilitate a safe and livable community. MCSO's Concealed Handgun Unit equitably administers this highly-specialized program such that all Multnomah County residents and others in Oregon & Washington who meet the qualifications set forth by Oregon Revised Statutes (ORS) are afforded the opportunity to apply and receive concealed carry licenses.

Program Summary

The Concealed Handgun Unit administers and manages all aspects of applying for and the issuance of concealed carry licenses. The Unit is responsible for investigating applicants and issuing concealed handgun licenses to those who meet the legal standards set by the ORS. The Unit monitors existing licenses and, when necessary, revokes licenses for reason consistent with the law. The Concealed Handgun Unit processes renewal notifications on a monthly basis and responds to questions from the public regarding the application process and other concealed carry related issues. A secondary function of the Concealed Handgun Unit is the issuance of Expedited Court Access ID cards. These ID Cards are issued as a courtesy to people who regularly need access to the Multnomah County Courthouse for their employment. Eligibility for Court ID cards is reviewed and tracked in an existing system for issuing cards and tracking the card expiration dates. The existing system was designed to be standalone and have a long term software life, saving cost by obviating the need to purchase additional software for this function.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	New/renew concealed handgun permit applications	9143	8500	8700	8600
Outcome	New/transfer/renewal concealed handgun permits issued	7785	8500	8500	8,500
Outcome	New denials and valid concealed handgun permits revoked	223	200	225	225
Output	Number of Courthouse ID's issued	609	1000	1110	1100

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	2017	2017	2018	2018
Personnel	\$0	\$356,484	\$0	\$369,307
Contractual Services	\$0	\$94,241	\$0	\$94,241
Materials & Supplies	\$1,282	\$109,341	\$1,282	\$174,236
Internal Services	\$10,187	\$54,934	\$0	\$101,301
Total GF/non-GF	\$11,469	\$615,000	\$1,282	\$739,085
Program Total:	\$626,469		\$740,367	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Indirect for Dept. Admin	\$37,580	\$0	\$56,807	\$0
Fees, Permits & Charges	\$0	\$403,000	\$0	\$431,085
Beginning Working Capital	\$0	\$200,000	\$0	\$300,000
Service Charges	\$75,000	\$12,000	\$117,891	\$8,000
Total Revenue	\$112,580	\$615,000	\$174,698	\$739,085

Explanation of Revenues

General Fund:

\$117,891 - Facility Access ID Badges

Special Ops Fund:

\$300,000 - Carry-over from Fiscal Year 2017

\$6,000 - OLCC Fees

\$425,085 - Concealed Handgun Licenses

\$8,000 - Handgun Safety Classes

Significant Program Changes

Last Year this program was: FY 2017: 60070 Concealed Handgun Permits

In Fiscal Year 2017, this program offer was moved from the Law Enforcement Division to the Business Services Division. This move included 3.0 FTE.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent performance measurements met in Division	94%	95%	95%	95%
Outcome	Number of new hires in Corrections Division	41	38	40	45

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	2017	2017	2018	2018
Personnel	\$962,476	\$0	\$1,037,652	\$0
Contractual Services	\$280,500	\$0	\$280,500	\$0
Materials & Supplies	\$111,388	\$0	\$111,388	\$0
Internal Services	\$43,168	\$0	\$52,315	\$0
Total GF/non-GF	\$1,397,532	\$0	\$1,481,855	\$0
Program Total:	\$1,397,532		\$1,481,855	
Program FTE	5.82	0.00	5.82	0.00

Program Revenues				
Other / Miscellaneous	\$1,600	\$0	\$1,000	\$0
Service Charges	\$300	\$0	\$3,268	\$0
Total Revenue	\$1,900	\$0	\$4,268	\$0

Explanation of Revenues

General Fund:
 \$3,268 - Marriage Fees & Room and Board
 \$1,000 - Restitution Fines

Significant Program Changes

Last Year this program was: FY 2017: 60030A Corrections Division Admin Offer A

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of inmates moved	69,460	70,000	68,560	70,000
Outcome	Number of 1 Day Evaluation Transports to OSH in Salem	43	50	38	45
Outcome	Number of miles traveled	169,001	170,000	168,491	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	2017	2017	2018	2018
Personnel	\$2,607,788	\$0	\$2,663,568	\$0
Materials & Supplies	\$33,183	\$0	\$33,183	\$0
Internal Services	\$328,791	\$0	\$281,921	\$0
Capital Outlay	\$5,424	\$0	\$5,424	\$0
Total GF/non-GF	\$2,975,186	\$0	\$2,984,096	\$0
Program Total:	\$2,975,186		\$2,984,096	
Program FTE	16.00	0.00	16.00	0.00

Program Revenues				
Service Charges	\$40,000	\$0	\$20,000	\$0
Total Revenue	\$40,000	\$0	\$20,000	\$0

Explanation of Revenues

General Fund:
\$20,000 - Interstate Fugitive Shuttle and Transfer of State Wards

Significant Program Changes

Last Year this program was: FY 2017: 60032 Transport

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 MCDC, is the office through which every arrestee and inmate who is released from custody must pass to return to the community.

The Sheriff is under statutory obligation to maintain the jail system. Booking and release act as the “Enter” and “Exit” doors to this system, providing a process allowing arrestees to be positively identified, medically screened and treated, assigned court dates relative to their local charges and released or transferred to MCSO jail facilities or scheduled for transport to outside agencies. Corrections Health is the only health care available inside the jail.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of standard and in transit bookings processed	32858	34850	34790	33950
Outcome	Number of releases processed to MCDC	32569	35000	32578	34110

Performance Measures Descriptions

The number of bookings processed and the number of releases processed to MCDC 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	2017	2017	2018	2018
Personnel	\$7,893,469	\$0	\$8,233,703	\$0
Materials & Supplies	\$277,201	\$0	\$277,201	\$0
Total GF/non-GF	\$8,170,670	\$0	\$8,510,904	\$0
Program Total:	\$8,170,670		\$8,510,904	
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 2017: 60033A 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of inmates accepted	1227	1460	1438	1400
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	2017	2017	2018	2018
Personnel	\$145,881	\$0	\$150,616	\$0
Total GF/non-GF	\$145,881	\$0	\$150,616	\$0
Program Total:	\$145,881		\$150,616	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Service Charges	\$73,250	\$0	\$74,840	\$0
Total Revenue	\$73,250	\$0	\$74,840	\$0

Explanation of Revenues

General Fund:
 \$74,840 - Gresham PD and Fairview PD each pay a portion of Gresham Temp Hold services. Increased by Portland's CPI of 2.17% from last fiscal year's amount.

Significant Program Changes

Last Year this program was: FY 2017: 60033B 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of individuals taken into custody	811	900	680	800
Outcome	Number of court proceedings requiring a staff member	11,775	11,500	11,120	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	2017	2017	2018	2018
Personnel	\$3,380,264	\$0	\$3,631,410	\$0
Materials & Supplies	\$106,252	\$0	\$106,252	\$0
Internal Services	\$295,890	\$0	\$333,496	\$0
Total GF/non-GF	\$3,782,406	\$0	\$4,071,158	\$0
Program Total:	\$3,782,406		\$4,071,158	
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 2017: 60034A Court Services - Courthouse

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of individuals taken into custody	78	80	54	70
Outcome	Number of major incidents	19	30	26	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	2017	2017	2018	2018
Personnel	\$1,022,533	\$0	\$1,022,498	\$0
Materials & Supplies	\$4,495	\$0	\$4,495	\$0
Total GF/non-GF	\$1,027,028	\$0	\$1,026,993	\$0
Program Total:	\$1,027,028		\$1,026,993	
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 2017: 60034B Court Services - Justice Center

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$272,970	\$0	\$282,793	\$0
Total GF/non-GF	\$272,970	\$0	\$282,793	\$0
Program Total:	\$272,970		\$282,793	
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 2017: 60034C Court Services - JJC

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$272,824	\$0	\$235,553	\$0
Total GF/non-GF	\$272,824	\$0	\$235,553	\$0
Program Total:	\$272,824		\$235,553	
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 2017: 60034D Turn Self In Program

Department: Sheriff **Program Contact:** Chris Austin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 60035F-18 Courthouse Facility Security Officer Restoration
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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of persons screened for entry	538381	535000	540124	545000
Outcome	Number of exclusions	13	15	8	10

Performance Measures Descriptions

Courts include Courthouse, East County Courthouse, and the Justice Center. 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	2017	2017	2018	2018
Personnel	\$1,077,119	\$741,386	\$1,190,973	\$710,134
Materials & Supplies	\$21,061	\$656	\$21,061	\$656
Internal Services	\$0	\$69,158	\$0	\$79,892
Capital Outlay	\$140,000	\$0	\$140,000	\$0
Total GF/non-GF	\$1,238,180	\$811,200	\$1,352,034	\$790,682
Program Total:	\$2,049,380		\$2,142,716	
Program FTE	10.60	6.00	10.60	6.00

Program Revenues				
Indirect for Dept. Admin	\$49,568	\$0	\$60,772	\$0
Other / Miscellaneous	\$12,238	\$811,200	\$13,510	\$790,682
Total Revenue	\$61,806	\$811,200	\$74,282	\$790,682

Explanation of Revenues

General Fund:
 \$13,510 - Security Services for Parenting Classes (4.5 Hrs X 70 Classes X \$42.89)

Special Ops Fund:
 \$790,682 - Court Revenues for Court Security Services. This amount is based on what was received during the first 6 months of Fiscal Year 2017.

Significant Program Changes

Last Year this program was: FY 2017: 60035A 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number into MCDC and MCIJ	102961	130000	118558	125000
Outcome	Number of service requests from jail	48899	55000	45256	50000
Outcome	Number of exclusions from MCDC and MCIJ	5	10	5	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	2017	2017	2018	2018
Personnel	\$2,026,291	\$0	\$2,181,936	\$0
Materials & Supplies	\$34,363	\$0	\$34,363	\$0
Internal Services	\$21,314	\$0	\$15,359	\$0
Total GF/non-GF	\$2,081,968	\$0	\$2,231,658	\$0
Program Total:	\$2,081,968		\$2,231,658	
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 2017: 60035B Facility Security - Jails

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of library patrons	1,710,927	1,800,000	1,948,527	2,300,000
Outcome	FSO calls for enforcement back up	90	100	78	95

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 entry counts, 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	2017	2017	2018	2018
Personnel	\$487,409	\$0	\$537,226	\$0
Total GF/non-GF	\$487,409	\$0	\$537,226	\$0
Program Total:	\$487,409		\$537,226	
Program FTE	6.00	0.00	6.00	0.00

Program Revenues				
Other / Miscellaneous	\$487,409	\$0	\$537,226	\$0
Total Revenue	\$487,409	\$0	\$537,226	\$0

Explanation of Revenues

General Fund:

FY 2018 Library Total is \$537,226:

\$266,490-Central

\$103,077-Midland

\$73,407-Holgate

\$94,252-Rockwood

Significant Program Changes

Last Year this program was: FY 2017: 60035C 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of persons screened	42560	45000	41776	43500
Outcome	Number of exclusions	0	3	2	5

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	2017	2017	2018	2018
Personnel	\$142,776	\$0	\$163,140	\$0
Total GF/non-GF	\$142,776	\$0	\$163,140	\$0
Program Total:	\$142,776		\$163,140	
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 2017: 60035D Facility Security - JJC

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of service visits to the Gateway Center	11244	7000	14510	16000
Outcome	Number of incidents reported	28	32	30	35

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	2017	2017	2018	2018
Personnel	\$71,388	\$0	\$80,489	\$0
Total GF/non-GF	\$71,388	\$0	\$80,489	\$0
Program Total:	\$71,388		\$80,489	
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 2017: 60035E Domestic Violence Gateway One Stop

Department: Sheriff **Program Contact:** Mary Lindstrand

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of (rule violation) assaults on inmates agency wide	90	95	95	95
Outcome	Number of (rule violation) assaults on staff agency wide	83	90	90	90
Output	Classification interviews in Reception	22493	26068	22500	22500
Outcome	Prison Rape Elimination Act (PREA) investigations initiated during interview	91	100	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	2017	2017	2018	2018
Personnel	\$3,160,130	\$0	\$3,285,579	\$0
Materials & Supplies	\$31,971	\$0	\$31,971	\$0
Internal Services	\$32,269	\$0	\$14,718	\$0
Total GF/non-GF	\$3,224,370	\$0	\$3,332,268	\$0
Program Total:	\$3,224,370		\$3,332,268	
Program FTE	20.00	0.00	20.00	0.00

Program Revenues				
Other / Miscellaneous	\$4,000	\$0	\$250	\$0
Total Revenue	\$4,000	\$0	\$250	\$0

Explanation of Revenues

General Fund:
\$250 - Classification Records Requests

Significant Program Changes

Last Year this program was: FY 2017: 60036 Classification

Department: Sheriff **Program Contact:** Katie Burgard

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

Related Programs:
Program Characteristics:
Executive Summary

MCSO Corrections Counselors provide services to pretrial inmates and sentenced offenders to enhance a safe and secure environment in the jails and to ensure compliance with statutory mandates. Counselor services include, but are not limited to assessment, case management, transition services, individual counseling, group programming, education, mental health, and re-entry services (through linkage with alcohol/drug, mental health, housing, employment and other providers in the community).

Program Summary

Corrections Counselors provide services to stabilize, effectively manage, and positively impact pretrial inmates and sentenced offenders. These services satisfy constitutional and statutory requirements, as well as assist inmates with their progression through the jail (most secure to least secure bed) and successful re-entry into the community.

Counselors assess needs and risk, placing those appropriate into work crews or community beds that address alcohol/drug, housing, mental health and other chronic needs. Counselors provide group programming, resource information and referral service, which by the development of community partnerships, link sentenced offenders to various community services to assist them in addressing their needs and issues. Counselors serve as liaisons between the inmates and jail staff (i.e. security, medical, records, auxiliary services, etc.) and outside individuals such as family, employers, attorneys, probation/parole officers, the court, and various social service providers. Counselors engage in individual counseling with inmates to reduce level of anxiety typical to those confined and to equip them with skills to successfully manage their behavior, thereby diffusing escalating behavior, especially for those suffering from serious mental health related issues.

Corrections Counselors provide services not only enhance opportunity for successful re-entry, they assist in providing a safe and humane housing environment for those confined and maximize the efficient and effective use of jail beds.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of orientations, intakes and assessments	1736	2000	1500	1500
Outcome	Number of offenders placed into community beds thus freeing up jail beds	219	250	225	225
Outcome	Offenders participating in group programming that decreases offender bookings	9120	9500	9500	9500
Output	Number of requests (written) for counseling services	18205	20000	20,000	20,000

Performance Measures Descriptions

"Number of orientations..." from Excel file w/ daily data entered by staff. "Number of offenders..." from Access database w/inmate referral and wait list information. "Offenders participating..." from GES participation records, subsequent staff data entry on statistics report forms (Programs & Education combined). "Number of requests..." from count of Service Request Forms submitted by inmates, subsequent staff data entry on statistics report forms.

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	2017	2017	2018	2018
Personnel	\$2,474,652	\$0	\$2,556,756	\$0
Contractual Services	\$89,584	\$0	\$89,584	\$0
Materials & Supplies	\$120,883	\$0	\$120,883	\$0
Internal Services	\$28,313	\$0	\$31,123	\$0
Total GF/non-GF	\$2,713,432	\$0	\$2,798,346	\$0
Program Total:	\$2,713,432		\$2,798,346	
Program FTE	22.00	0.00	22.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2017: 60037 Inmate Programs

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of CERT/CNT call outs	4	6	6	6
Outcome	Number of training sessions completed for CERT members	10	12	15	12
Outcome	Number of training session completed for CNT members	12	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	2017	2017	2018	2018
Personnel	\$107,489	\$0	\$110,978	\$0
Materials & Supplies	\$47,711	\$0	\$47,711	\$0
Internal Services	\$9,456	\$0	\$15,621	\$0
Total GF/non-GF	\$164,656	\$0	\$174,310	\$0
Program Total:	\$164,656		\$174,310	
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 2017: 60038 CERT/CNT

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Inmate escapes	0	0	0	0
Outcome	Number of contract hours	138,820	139,600	138,560	138,400
Output	Number of community service hours	8,460	8,388	8,470	8,470
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	2017	2017	2018	2018
Personnel	\$1,017,529	\$816,688	\$1,028,992	\$843,548
Contractual Services	\$6,091	\$0	\$6,091	\$0
Materials & Supplies	\$153,402	\$0	\$153,402	\$0
Internal Services	\$223,958	\$76,115	\$170,016	\$94,814
Total GF/non-GF	\$1,400,980	\$892,803	\$1,358,501	\$938,362
Program Total:	\$2,293,783		\$2,296,863	
Program FTE	6.50	5.90	6.50	5.90

Program Revenues				
Indirect for Dept. Admin	\$54,555	\$0	\$72,123	\$0
Other / Miscellaneous	\$0	\$267,484	\$0	\$275,000
Service Charges	\$0	\$625,319	\$0	\$663,362
Total Revenue	\$54,555	\$892,803	\$72,123	\$938,362

Explanation of Revenues

Special Ops Fund:

\$135,925 - Various Service Contracts with Governmental Agencies

\$343,585 - Service Contracts with ODOT

\$115,940 - Service Contract with City of Portland

\$67,913 - Revenue from Misc. Work Crew Services

\$275,000 - Estimated Reimbursements from Road Fund, Bridge Maint, Facilities Mgmt W/C Svcs

Significant Program Changes

Last Year this program was: FY 2017: 60039 MCIJ Work Crews

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 jail beds at the Multnomah County Detention Center. This includes beds for pretrial inmates and sentenced offenders requiring maximum security, as well as those with medical and psychological needs. MCDC, the only maximum-security facility operated by MCSO, supports local public safety and offender treatment systems. Option A opens 46 beds on the 4th floor and 18 beds in reception as well as establishing the necessary infrastructure for MCDC.

Program Summary

The 448 maximum-security detention beds at MCDC are offered to support public safety and offender treatment systems by providing safe and humane pretrial or sentenced offender space. The facility includes services such as family and professional visiting, medical, video conferencing, counseling, law library, and religious/educational services to all those detained.

This offer includes the Administration and Support for the facility, jail services such as medical and transport, and resources for the operation of 46 beds. Ten beds serve those with special medical needs, 16 beds are for administrative segregation, 10 beds are mental health services, 18 beds are used in reception and 10 beds are for disciplinary use. This offer captures functions needed to open the jail.

The Sheriff's Office has statutory authority to maintain capacity population levels. In the event of a population emergency, arrestees may be forced released into the community. This offering, in conjunction with the MCIJ offering, will reduce the potential for emergency releases. Operational budget figures are derived from staffing and essential service functions mandated in safe and humane corrections standards.

The program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average daily inmate population MCDC total	397	425	410	420
Outcome	Inmate and staff assaults MCDC	141	130	125	150

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	2017	2017	2018	2018
Personnel	\$9,795,728	\$169,228	\$9,876,987	\$179,792
Contractual Services	\$7,863	\$0	\$7,863	\$0
Materials & Supplies	\$743,145	\$0	\$743,145	\$0
Internal Services	\$3,526,666	\$15,772	\$3,750,627	\$20,208
Total GF/non-GF	\$14,073,402	\$185,000	\$14,378,622	\$200,000
Program Total:	\$14,258,402		\$14,578,622	
Program FTE	64.28	0.00	64.28	0.00

Program Revenues				
Indirect for Dept. Admin	\$11,304	\$0	\$15,372	\$0
Intergovernmental	\$0	\$185,000	\$0	\$200,000
Total Revenue	\$11,304	\$185,000	\$15,372	\$200,000

Explanation of Revenues

Fed/State Fund:
\$200,000 - SCAAP Grant

Significant Program Changes

Last Year this program was: FY 2017: 60040A MCDC Core Jail & 4th 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 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average daily inmate population MCDC total	397	425	410	420
Outcome	Inmate and staff assaults	141	130	125	150

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	2017	2017	2018	2018
Personnel	\$3,713,749	\$0	\$3,836,301	\$0
Contractual Services	\$3,932	\$0	\$3,932	\$0
Materials & Supplies	\$305,478	\$0	\$305,478	\$0
Internal Services	\$24,940	\$0	\$32,532	\$0
Total GF/non-GF	\$4,048,099	\$0	\$4,178,243	\$0
Program Total:	\$4,048,099		\$4,178,243	
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 2017: 60040B 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average daily inmate population MCDC total	397	425	410	420
Outcome	Inmate and staff assaults MCDC	141	130	125	150

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	2017	2017	2018	2018
Personnel	\$2,120,158	\$0	\$2,296,682	\$0
Contractual Services	\$1,966	\$0	\$1,966	\$0
Materials & Supplies	\$223,834	\$0	\$223,834	\$0
Internal Services	\$13,358	\$0	\$17,237	\$0
Total GF/non-GF	\$2,359,316	\$0	\$2,539,719	\$0
Program Total:	\$2,359,316		\$2,539,719	
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 2017: 60040C MCDC 6th 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 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average daily inmate population MCDC total	397	425	410	420
Outcome	Inmate and staff assaults MCDC	141	130	125	150

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	2017	2017	2018	2018
Personnel	\$2,821,995	\$0	\$2,950,759	\$0
Contractual Services	\$1,966	\$0	\$1,966	\$0
Materials & Supplies	\$130,864	\$0	\$130,864	\$0
Internal Services	\$15,134	\$0	\$19,177	\$0
Total GF/non-GF	\$2,969,959	\$0	\$3,102,766	\$0
Program Total:	\$2,969,959		\$3,102,766	
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 2017: 60040D 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average daily inmate population MCDC total	397	425	410	420
Outcome	Inmate and staff assaults MCDC	141	130	125	150

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	2017	2017	2018	2018
Personnel	\$1,798,117	\$0	\$1,879,106	\$0
Materials & Supplies	\$67,969	\$0	\$67,969	\$0
Internal Services	\$4,000	\$0	\$4,370	\$0
Total GF/non-GF	\$1,870,086	\$0	\$1,951,445	\$0
Program Total:	\$1,870,086		\$1,951,445	
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 2017: 60040E 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average daily inmate population MCIJ total	796	845	763	803
Outcome	Number of inmate and staff assaults MCIJ	43	40	45	45

Performance Measures Descriptions

37 inmate assaults 6 staff assaults based on hearings officer data total 43. Reason for up estimates: as jail constricts, more inmates with significant classification histories will have fewer housing options creating a more volatile environment. "Average daily pop..." from SW704 Report.

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	2017	2017	2018	2018
Personnel	\$3,762,247	\$8,775,809	\$3,754,676	\$8,480,173
Contractual Services	\$12,492	\$0	\$12,492	\$0
Materials & Supplies	\$1,105,978	\$10,282	\$1,105,978	\$10,284
Internal Services	\$3,764,887	\$818,864	\$3,808,113	\$943,822
Capital Outlay	\$11,884	\$0	\$11,884	\$0
Total GF/non-GF	\$8,657,488	\$9,604,955	\$8,693,143	\$9,434,279
Program Total:	\$18,262,443		\$18,127,422	
Program FTE	21.08	55.00	20.20	55.00

Program Revenues				
Indirect for Dept. Admin	\$586,911	\$0	\$717,943	\$0
Intergovernmental	\$0	\$9,604,955	\$0	\$9,434,279
Service Charges	\$3,707,295	\$0	\$3,942,774	\$0
Total Revenue	\$4,294,206	\$9,604,955	\$4,660,717	\$9,434,279

Explanation of Revenues

General Fund:

\$3,745,484 - US Marshal for 80 Beds X \$128.27 X 365 Days

\$29,554 - BOP (Based on collecting \$12,314 in first 5 months of FY17)

\$167,736 - M73 Inmate Beds (Based on collecting \$83,868 in first 6 months of FY17)

Fed/State Fund:

\$8,978,319 - Senate Bill 1145 State Funding

\$63,758 - Start Court M57 State Funding

\$392,201 - DOC M57 State Funding

Significant Program Changes

Last Year this program was: FY 2017: 60041A MCIJ Dorms 10, 11 & 18

US Marshal Jail Bed expectations have increased from 70 beds to 80 beds. This is an anticipated increase 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average daily inmate population MCIJ total	796	845	763	803
Outcome	Number of inmate and staff assaults MCIJ	43	40	45	45

Performance Measures Descriptions

37 inmate assaults 6 staff assaults based on hearings officer data total 43. Reason for up estimates: as jail constricts, more inmates with significant classification histories will have fewer housing options creating a more volatile environment. "Average daily pop... " from SW704 Report.

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	2017	2017	2018	2018
Personnel	\$3,039,694	\$0	\$3,126,514	\$0
Contractual Services	\$3,512	\$0	\$3,512	\$0
Materials & Supplies	\$179,108	\$0	\$179,108	\$0
Internal Services	\$5,897	\$0	\$6,442	\$0
Total GF/non-GF	\$3,228,211	\$0	\$3,315,576	\$0
Program Total:	\$3,228,211		\$3,315,576	
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 2017: 60041B 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average daily inmate population MCIJ total	796	845	763	803
Outcome	Number of inmate and staff assaults MCIJ	43	40	45	45

Performance Measures Descriptions

37 inmate assaults 6 staff assaults based on hearings officer data total 43. Reason for up estimates: as jail constricts, more inmates with significant classification histories will have fewer housing options creating a more volatile environment. "Average daily pop..." from SW704 Report.

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	2017	2017	2018	2018
Personnel	\$1,852,931	\$0	\$1,936,533	\$0
Contractual Services	\$2,235	\$0	\$2,235	\$0
Materials & Supplies	\$166,128	\$0	\$166,128	\$0
Internal Services	\$5,360	\$0	\$5,856	\$0
Total GF/non-GF	\$2,026,654	\$0	\$2,110,752	\$0
Program Total:	\$2,026,654		\$2,110,752	
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 2017: 60041C 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average daily inmate population MCIJ total	796	845	763	803
Outcome	Number of inmate and staff assaults MCIJ	43	40	45	45

Performance Measures Descriptions

37 inmate assaults 6 staff assaults based on hearings officer data total 43. Reason for up estimates: as jail constricts, more inmates with significant classification histories will have fewer housing options creating a more volatile environment. "Average daily pop..." from SW704 Report.

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	2017	2017	2018	2018
Personnel	\$504,803	\$0	\$524,594	\$0
Contractual Services	\$639	\$0	\$639	\$0
Materials & Supplies	\$63,915	\$0	\$63,915	\$0
Internal Services	\$1,072	\$0	\$1,171	\$0
Total GF/non-GF	\$570,429	\$0	\$590,319	\$0
Program Total:	\$570,429		\$590,319	
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 2017: 60041D MCIJ Dorms 16 & 17

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. Also funded in this offer are additional jail administration, support, and operations staff.

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average daily inmate population MCIJ total	796	845	763	803
Outcome	Number of inmate and staff assaults MCIJ	43	40	45	45

Performance Measures Descriptions

37 inmate assaults 6 staff assaults based on hearings officer data total 43. Reason for up estimates: as jail constricts, more inmates with significant classification histories will have fewer housing options creating a more volatile environment. "Average daily pop..." from SW704 Report.

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	2017	2017	2018	2018
Personnel	\$1,723,480	\$0	\$1,828,994	\$0
Contractual Services	\$2,554	\$0	\$2,554	\$0
Materials & Supplies	\$124,044	\$0	\$124,044	\$0
Internal Services	\$4,288	\$0	\$4,684	\$0
Total GF/non-GF	\$1,854,366	\$0	\$1,960,276	\$0
Program Total:	\$1,854,366		\$1,960,276	
Program FTE	13.68	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 2017: 60041E 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average daily inmate population MCIJ total	796	845	763	803
Outcome	Number of inmate and staff assaults MCIJ	43	40	45	45

Performance Measures Descriptions

37 inmate assaults 6 staff assaults based on hearings officer data total 43. Reason for up estimates: as jail constricts, more inmates with significant classification histories will have fewer housing options creating a more volatile environment. "Average daily pop..." from SW704 Report.

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	2017	2017	2018	2018
Personnel	\$1,056,210	\$0	\$1,102,161	\$0
Contractual Services	\$1,596	\$0	\$1,596	\$0
Materials & Supplies	\$107,264	\$0	\$107,264	\$0
Internal Services	\$2,680	\$0	\$2,928	\$0
Total GF/non-GF	\$1,167,750	\$0	\$1,213,949	\$0
Program Total:	\$1,167,750		\$1,213,949	
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 2017: 60041F MCIJ Dorms 8 & 9

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 the east control center at MCIJ and a graveyard shift escort. 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.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average daily inmate population MCIJ total	796	845	763	803
Outcome	Number of inmate and staff assaults MCIJ	43	40	45	45

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.

Data includes benchmarks for operating a County jail in accordance with federal, state and local standards.

Legal / Contractual Obligation

In accordance with State statutes the Sheriff is required to maintain local detention facility(s) and mandates safe and humane detention facilities, which require sufficient staff to perform all custodial functions. Mandates include provisions for legal confinement, clothing, bedding, nutritional food, medical services, legal access, sanitation, life safety compliance, offender responsibility of conduct, exercise of religion, educational and work programs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$904,761	\$0	\$896,688	\$0
Contractual Services	\$2,554	\$0	\$2,554	\$0
Materials & Supplies	\$10,537	\$0	\$10,537	\$0
Internal Services	\$4,288	\$0	\$4,684	\$0
Total GF/non-GF	\$922,140	\$0	\$914,463	\$0
Program Total:	\$922,140		\$914,463	
Program FTE	7.28	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 2017: 60041G MCIJ East Control Center

Department: Sheriff **Program Contact:** Mary Lindstrand
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 60034B-18 Close Street Restoration
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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average number of supervised people per month***	176	175	175	110
Outcome	Percent of population appearing for all court dates during supervision	97%	98%	97%	97%
Outcome	Percent of population arrested for new crimes during supervision	3%	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	2017	2017	2018	2018
Personnel	\$1,143,403	\$0	\$767,794	\$0
Contractual Services	\$69,383	\$0	\$34,692	\$0
Materials & Supplies	\$31,479	\$0	\$31,479	\$0
Internal Services	\$63,929	\$0	\$37,169	\$0
Total GF/non-GF	\$1,308,194	\$0	\$871,134	\$0
Program Total:	\$1,308,194		\$871,134	
Program FTE	8.00	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 2017: 60043 Close Street

Department: Sheriff **Program Contact:** Mary Lindstrand
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 60034A-18 Close Street Supervision
Program Characteristics:

Executive Summary

This program offer restores 3 FTE Corrections Deputies which were reduced to meet the County budget constraint.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Average number of supervised people per month	NA	NA	NA	65
Outcome	Percent of population appearing for all court dates during supervision	NA	NA	NA	97%
Outcome	Percent of population arrested for new crimes during supervision	NA	NA	NA	2%

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$418,662	\$0
Contractual Services	\$0	\$0	\$34,691	\$0
Internal Services	\$0	\$0	\$29,377	\$0
Total GF/non-GF	\$0	\$0	\$482,730	\$0
Program Total:	\$0		\$482,730	
Program FTE	0.00	0.00	3.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	# of service hours contributed by MCSO volunteers, interns & community partners	13384	14000	12000	12000
Outcome	Dollar value savings resulting from contributions of volunteer time	301809	315700	315,700	315,700
Output	Number of applicant inquiries and pre-screening reviews	477	350	500	500
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	2017	2017	2018	2018
Personnel	\$105,519	\$0	\$110,840	\$0
Materials & Supplies	\$4,280	\$0	\$4,280	\$0
Total GF/non-GF	\$109,799	\$0	\$115,120	\$0
Program Total:	\$109,799		\$115,120	
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 2017: 60044 Volunteers

Department: Sheriff **Program Contact:** Mary Lindstrand

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, law library, chaplain services, and phone service. Through the profits of commissary items, telephone usage and other sources, IWF provides direct services and products that otherwise might not be funded for the benefit of the inmates.

Program 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 the purchase of commissary items. The revenues from commissary and phones provide additional services including recreational items, tools for social and educational development and assisting inmates who are indigent. The IWF is fully funded by profits from the inmates, for the inmates. Commissary, which is part of the IWF, successfully provides culturally compatible products to inmates at low pricing. Furthermore, these profits pay for the jail chaplaincy program which meets prisoner needs regarding religious expression and legal requirements, and contributes to housing tranquility.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of offenders participating in Law Library	4524	5,000	5,000	5,000
Outcome	Number of hours of Law Library access provided to the participants	6858	7250	7000	7000
Output	Number of Inmate Calls	224,522	175000	250,000	250.000
Outcome	Amount of Phone Revenue	0	0	0	0

Performance Measures Descriptions

"Number of offenders..." from daily Law Library Move Lists returned by Deputies entered by Law Library Counselor in an Excel file. "Number of hours..." from facility Law Library Schedules and daily Law Library Move Lists (Total possible sessions - sessions not conducted), x 2 (each session = 2 hours) then entered by Law Library Counselor in an Excel file. The law library is in electronic format. As of Sep 2015, the Sheriff has chosen to no longer collect phone commissions from inmates' friends and familv. recoanizing that it causes undue hardship. Given this. higher call volume is anticipated.

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	2017	2017	2018	2018
Materials & Supplies	\$0	\$17,073	\$0	\$15,063
Internal Services	\$0	\$50,927	\$0	\$52,937
Total GF/non-GF	\$0	\$68,000	\$0	\$68,000
Program Total:	\$68,000		\$68,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$4,155	\$0	\$5,227	\$0
Other / Miscellaneous	\$0	\$46,000	\$0	\$46,000
Service Charges	\$0	\$22,000	\$0	\$22,000
Total Revenue	\$4,155	\$68,000	\$5,227	\$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 2017: 60045 Inmate Welfare

Department: Sheriff **Program Contact:** Michael Shults
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted
Related Programs: 78221-18
Program Characteristics: One-Time-Only Request

Executive Summary

The Multnomah County Justice Center, located in downtown Portland, is a 16-story building with 2 sublevels, of which 9 floors are operated as a Jail. The security electronics were overhauled in 2006, when new PLC's (Programmable Logic Controllers) and touchpanels (operator interfaces) were installed, along with a new fire alarm system and a small video system upgrade. Since then, due to changes in technology the analog intercom and video systems are becoming difficult to support. New technologies available will lower cost while improving the operation, maintainability, and safety of the facility.

Program Summary

Under this project, the intercom and video surveillance systems will be upgraded to newer technologies, utilizing the same equipment and brands that were recently installed in the other County detention facilities, ie: Inverness and the Juvenile Center, and have become the standard for the County. Developing the standards for the County is important, as it reduces the need for spare parts, decreases the training time for new operations staff, and allows the maintenance staff to become expert on, and better maintain, one set of systems. This project will identify areas with inadequate video coverage, add new cameras and technologies as necessary to ensure compliance with the current PREA Standards. Additionally, this will extend the lifetime of the security electronics for another 15-20 years, with appropriate maintenance and software upgrades. For the project in total the cost is \$4,209,155 including escorts and soft costs and it can be completed in 18 months overall. This program offer budgets for escort costs; DCA program offer 78221 budgets the remainder of the project costs.

This project will replace 5 different systems:

- 1 - INTERCOM SYSTEM: The intercom system provides inter communications between the various control centers to their associated inmate cells, movement doors, and other locations where immediate, highly intelligible 2-way audio is needed.
- 2- VIDEO SURVEILLANCE SYSTEM: The video surveillance system provides visual supervision and 60 minutes of recording time for inmate and public areas of the facility, and provides for automated call-up of associated images whenever door control or intercom communications functions are in use.
- 3 - PLC/TOUCHSCREEN SYSTEMS: The current PLC's, which are the brains of the system, are Modicon Quantum series by Schneider Electric, and are in good condition, although the CPU's do not support the current Unity programming software.
- 4 - ACCESS CONTROL SYSTEM: The access control system allows the staff to enter doors and areas without control room intervention, using card or token readers at each door or elevator, and is also used for interlock override by the control room staff.
- 5 - ADMINISTRATIVE INTERCOM PHONE SYSTEM: The facility has an administrative intercom phone system, consisting of a network of dedicated detention-grade master phone stations that allow for fast and easy inter communications between control room officers, management, medical, and other detention-oriented locations.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Project remains on schedule (1 = Pass, 0 = Fail)	-	-	-	1
Outcome	Project stays within budget (1 = Pass, 0 = Fail)	-	-	-	1

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$390,000	\$0
Contractual Services	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$0	\$390,000	\$0
Program Total:	\$0		\$390,000	
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:

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	In Custody Victims Identified	101	100	45	100
Outcome	Juvenile Victims Identified	34	15	13	15
Outcome	Involved Cases Prosecuted	26	15	10	15
Outcome	Involved Cases Pending Prosecution	26	20	16	15

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	2017	2017	2018	2018
Personnel	\$177,709	\$0	\$184,372	\$0
Total GF/non-GF	\$177,709	\$0	\$184,372	\$0
Program Total:	\$177,709		\$184,372	
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 2017: 60050 In-Jail Human Trafficking

Department: Sheriff
Program Offer Type: Existing Operating Program
Related Programs: 60055-17; 60091-17
Program Characteristics:
Program Contact: Jose Martinez
Program Offer Stage: As Adopted

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of pre-trial assessments conducted	550	520	740	740
Outcome	Percentage of assessments that take place within the short pre-trial time frame	100%	100%	100%	100%

Performance Measures Descriptions

3194 assessments actuals= 360 (VOA justice reinvestment assessments =190 in first 7 months of program) total 550

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$130,610	\$0	\$131,123
Internal Services	\$0	\$12,173	\$0	\$14,738
Total GF/non-GF	\$0	\$142,783	\$0	\$145,861
Program Total:	\$142,783		\$145,861	
Program FTE	0.00	1.30	0.00	1.30

Program Revenues				
Indirect for Dept. Admin	\$8,724	\$0	\$11,211	\$0
Intergovernmental	\$0	\$132,035	\$0	\$145,861
Beginning Working Capital	\$0	\$10,748	\$0	\$0
Total Revenue	\$8,724	\$142,783	\$11,211	\$145,861

Explanation of Revenues

\$145,861 - HB3194 Justice Reinvestment Funding

Significant Program Changes

Last Year this program was: FY 2017: 60054 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of MCJRP inmates placed in dedicated dorm to receive in jail programming	130	150	220	220
Outcome	Average number of programming hours (not including work crew) attended daily per inmate	2.25	5	4	4

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	2017	2017	2018	2018
Personnel	\$0	\$106,380	\$0	\$152,085
Internal Services	\$0	\$9,914	\$0	\$17,094
Total GF/non-GF	\$0	\$116,294	\$0	\$169,179
Program Total:	\$116,294		\$169,179	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Indirect for Dept. Admin	\$7,106	\$0	\$13,003	\$0
Intergovernmental	\$0	\$104,991	\$0	\$169,179
Beginning Working Capital	\$0	\$11,303	\$0	\$0
Total Revenue	\$7,106	\$116,294	\$13,003	\$169,179

Explanation of Revenues

\$169,180 - HB3194 Justice Reinvestment Funding

Significant Program Changes

Last Year this program was: FY 2017: 60055 HB3194 Justice Reinvestment - Program Administrator

Department: Sheriff **Program Contact:** Raimond Adgers

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted

Related Programs:
Program Characteristics:

Executive Summary

MCSO will support Corrections Health by increasing its Clinic Escort Deputy Staff by one thus creating a swing shift seven days a week. This will significantly increase inmate access to mental health clinicians, physicians, nurse practitioners, and physician assistants. Moreover, the length of appointments and quality of care will be enhanced by extending hours of clinician availability. This increase of 1.82 FTE for Corrections Deputy staffing will have significant positive outcomes for both MCSO and Corrections Health.

Program Summary

Corrections Health currently operates clinics within MCDC and MCIJ. Currently, clinics are operated during the day shift, Monday through Friday. This schedule often does not allow for the ease of movement of inmates seeking medical or mental health appointments due to staffing short falls. Other aspects of jail operations which require the presence of an Escort Deputy such as court appearance movements, off-site for work crew projects, kitchen work crews, attorney visits, social services visits and other necessary tasks often limits staffing. These multiple demands on Escorts at times limit the ability to move inmates for medical/mental health appointments due to the lack of Escort Deputy availability.

MCSO has assessed, through collaboration with Corrections Health, that the need for increased access to medical/mental health appointments exists to a greater degree at the MCDC Clinic. As such, the dedication of one additional Clinic Escort Deputy for a second shift, seven days a week, at MCDC will allow medical/mental health appointments to be made much more frequently thus significantly increasing access for inmates to these critical services. A further expected positive outcome of this improvement is the shortening of jail stays, lessening of the use of force events, increased therapeutic assessments, fewer injuries to inmates and staff, potential release from custody, and an increased placement of inmates in the appropriate venues such as MCIJ, LEAD, Unity Center, Hospital, etc.

The upstaffing of the Clinic Escort Deputy position allows for the safe and secure management of the inmate population requiring Clinic services and creates a safe and secure working environment for Corrections Health Staff. The expansion of the presence of the Clinic Escort Deputy will significantly enhance an inmate's ability to attend medical/mental health appointments and will increase access for clinicians to better serve the inmate population.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total count of inmates moving to and from the clinic each month on evening shift	-	-	-	178
Outcome	Total count of nursing assessments / visits each month on evening shift	-	-	-	118

Performance Measures Descriptions

Next Year Offer estimates from Andrew Freitas, Corrections Health

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$186,380	\$0
Total GF/non-GF	\$0	\$0	\$186,380	\$0
Program Total:	\$0		\$186,380	
Program FTE	0.00	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:

Department: Sheriff

Program Contact: Jason Gates

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, County Ordinances and contract city codes. 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Percent performance measurements met in Division	85%	90%	85%	85%
Outcome	Number of new hires in Enforcement Division	37	13	15	15

Performance Measures Descriptions

"Percent performance measures met in Division" represents a summation of total Division performance measures. Does not include Enforcement Admin. During agency restructuring, some units moved from Enforcement to Business Services.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$372,602	\$0	\$389,026	\$0
Contractual Services	\$52,470	\$0	\$52,470	\$0
Materials & Supplies	\$147,624	\$0	\$147,624	\$0
Internal Services	\$258,575	\$0	\$175,226	\$0
Total GF/non-GF	\$831,271	\$0	\$764,346	\$0
Program Total:	\$831,271		\$764,346	
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 2017: 60060 Enforcement Division Admin

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Calls for service	59,062	60,000	57,166	58,000
Outcome	Number of arrests generated from calls for service	3,145	3,100	3,388	3,300
Outcome	Average response time (minutes)	12	15	12	12

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	2017	2017	2018	2018
Personnel	\$8,662,999	\$95,010	\$8,694,710	\$96,715
Contractual Services	\$2,348	\$3,000	\$2,348	\$3,000
Materials & Supplies	\$404,436	\$9,807	\$414,268	\$46,443
Internal Services	\$966,206	\$8,183	\$1,123,209	\$13,842
Capital Outlay	\$233,990	\$0	\$282,990	\$0
Total GF/non-GF	\$10,269,979	\$116,000	\$10,517,525	\$160,000
Program Total:	\$10,385,979		\$10,677,525	
Program FTE	50.87	0.00	51.87	0.00

Program Revenues				
Indirect for Dept. Admin	\$5,865	\$0	\$10,529	\$0
Intergovernmental	\$0	\$65,000	\$0	\$90,000
Other / Miscellaneous	\$0	\$20,000	\$0	\$23,000
Beginning Working Capital	\$0	\$9,000	\$0	\$25,000
Service Charges	\$3,342,191	\$22,000	\$3,396,317	\$22,000
Total Revenue	\$3,348,056	\$116,000	\$3,406,846	\$160,000

Explanation of Revenues

General Fund: \$400 - Misc. Patrol/Security Services Provided; \$35,914 - Patrol Services provided to Maywood Park (2.17% CPI increase from Prev. Year); \$414,249 - Patrol Services provided to Wood Village (2.17% CPI increase from Prev. Year); \$2,945,754 - Troutdale Contract (2.17% CPI increase from Prev. Year);

Fed/State Fund: \$22,000 - Patrol Services to OR State Parks within Multnomah County; \$8,000 - OSSA Seatbelt Grant; \$15,000 - OSSA DUII Grant; \$60,000 - Patrol Services to OR Dept. of Transportation Construction Zones and Truck Inspections.

Special Ops Fund: \$30,000 - Reimbursement from OR Fire Marshal for Hazardous Materials Activities, \$25,000 - Estimated carry-over from FY17.

Significant Program Changes

Last Year this program was: FY 2017: 60063 Patrol

Added 1.0 FTE Lieutenant position by reallocating funds elsewhere within the Sheriff's Office.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of individuals served through civil process	13,027	13,000	14,000	15,000
Outcome	Percent protective orders served	89%	80%	60%	80%
Output	Number of evictions	850	850	850	900

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	2017	2017	2018	2018
Personnel	\$1,405,798	\$0	\$1,462,116	\$0
Contractual Services	\$1,173	\$0	\$1,173	\$0
Materials & Supplies	\$40,465	\$0	\$40,465	\$0
Internal Services	\$85,536	\$0	\$109,988	\$0
Total GF/non-GF	\$1,532,972	\$0	\$1,613,742	\$0
Program Total:	\$1,532,972		\$1,613,742	
Program FTE	11.00	0.00	11.00	0.00

Program Revenues				
Fees, Permits & Charges	\$500,000	\$0	\$300,000	\$0
Service Charges	\$202,000	\$0	\$202,000	\$0
Total Revenue	\$702,000	\$0	\$502,000	\$0

Explanation of Revenues

General Fund:

\$300,000 - Civil Process Fees and Civil Foreclosure Fees due to property sales

\$200,000 - Circuit Court Revenue

\$2,000 - Reimbursement for State Extraditions

Based on FY 2017 mid-year actuals.

Significant Program Changes

Last Year this program was: FY 2017: 60064 Civil Process

In FY 2017, moved 1.00 FTE from this program offer to the Law Enforcement Support program offer 60016A.



Program #60065 - River Patrol 6/20/2017

Department: Sheriff **Program Contact:** Marc Shrake
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 county’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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Hours of community water safety education	326	230	368	250
Outcome	Number of citizens issued boater examination reports, warning, and citations	2,700	3,400	2,700	2,700

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	2017	2017	2018	2018
Personnel	\$1,536,584	\$858,346	\$1,524,549	\$768,448
Contractual Services	\$1,000	\$0	\$1,000	\$0
Materials & Supplies	\$181,333	\$63,712	\$181,333	\$58,895
Internal Services	\$109,518	\$12,276	\$123,417	\$4,144
Capital Outlay	\$33,797	\$0	\$33,797	\$0
Total GF/non-GF	\$1,862,232	\$934,334	\$1,864,096	\$831,487
Program Total:	\$2,796,566		\$2,695,583	
Program FTE	9.50	5.00	9.50	5.00

Program Revenues				
Indirect for Dept. Admin	\$8,799	\$0	\$3,152	\$0
Intergovernmental	\$0	\$888,334	\$50,000	\$790,487
Other / Miscellaneous	\$0	\$30,000	\$0	\$25,000
Service Charges	\$0	\$16,000	\$0	\$16,000
Total Revenue	\$8,799	\$934,334	\$53,152	\$831,487

Explanation of Revenues

Fed/State Fund:

\$16,000 - River Patrol Services for Government Island

\$790,487 - River Patrol Services for the Oregon Marine Board

Special Ops Fund:

\$25,000 - Reimbursement for Boat Repair and Boat Fuel from other Jurisdictions

General Fund:

\$50,000 - Riverplace Docks Project w/Portland Parks & Rec

Significant Program Changes

Last Year this program was: FY 2017: 60065 River Patrol

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Total cases investigated	519	1,600	450	450
Outcome	Total cases cleared	358	750	300	400
Output	Person crime cases investigated	222	160	180	160
Outcome	Person crime cases cleared	168	130	140	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	2017	2017	2018	2018
Personnel	\$1,564,566	\$63,893	\$1,618,117	\$62,790
Contractual Services	\$7,596	\$0	\$7,596	\$0
Materials & Supplies	\$27,854	\$0	\$27,854	\$0
Internal Services	\$148,892	\$5,955	\$210,074	\$7,058
Total GF/non-GF	\$1,748,908	\$69,848	\$1,863,641	\$69,848
Program Total:	\$1,818,756		\$1,933,489	
Program FTE	10.00	0.00	10.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$4,268	\$0	\$5,369	\$0
Intergovernmental	\$0	\$69,848	\$0	\$69,848
Total Revenue	\$4,268	\$69,848	\$5,369	\$69,848

Explanation of Revenues

\$69,848 - Sexual Assault Kit Initiative (SAKI) grant

Significant Program Changes

Last Year this program was: FY 2017: 60066 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	SIU drug cases	141	130	155	145
Outcome	Percent of SIU drug cases that are methamphetamine	54%	50%	55%	50%
Output	Number of searches	84	70	198	150
Outcome	Percent of searches resulting in an arrest	99%	99%	61%	55%

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. *the change in result of the last output and outcome is the addition of search warrants that are post arrest or investigative in nature, not only searches for drugs.

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	2017	2017	2018	2018
Personnel	\$963,703	\$30,188	\$1,015,666	\$30,193
Contractual Services	\$0	\$233,180	\$0	\$326,440
Materials & Supplies	\$3,834	\$169,309	\$3,834	\$214,545
Internal Services	\$34,989	\$40,323	\$854	\$154,822
Total GF/non-GF	\$1,002,526	\$473,000	\$1,020,354	\$726,000
Program Total:	\$1,475,526		\$1,746,354	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$28,902	\$0	\$55,802	\$0
Intergovernmental	\$0	\$93,000	\$0	\$113,000
Other / Miscellaneous	\$0	\$130,000	\$0	\$203,000
Beginning Working Capital	\$0	\$250,000	\$0	\$410,000
Service Charges	\$20,000	\$0	\$37,753	\$0
Total Revenue	\$48,902	\$473,000	\$93,555	\$726,000

Explanation of Revenues

General Fund: \$20,000 - Overtime Reimbursement for aiding on ATF Task Force cases; \$17,753 - Reimbursement for US Marshal Fugitive Task Force Activity

Fed/State Funds: \$3,000 - Marijuana Eradication Grant; \$50,000 - Proceeds from Federal Equitable Sharing Forfeitures; \$110,000 - Carry-over from Fiscal Year 2017; \$60,000 - Funding from HIDTA (High Intensity Drug Trafficking Activity) Grant.

Special Ops Funds: \$3,000 - Proceeds from Seizure/Forfeiture Auctions; \$200,000 - Proceeds from Civil Seizure/Forfeitures due to criminal activity, \$300,000 - Carry-over from FY17.

Significant Program Changes

Last Year this program was: FY 2017: 60067 Special Investigations Unit

Reduction in SHSP grant funding in FY 2018. The \$17,919 amount was one-time-only for FY 2017.

Moved 1.00 FTE to this program offer from Program Offer 60068A to align with actual operations.

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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of calls for service	3803	3800	3800	3900
Outcome	Number of reported offenses for TriMet violations	3940	1980	3940	4000
Output	Number of TriMet exclusions ¹⁵	71	98	140	150

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	2017	2017	2018	2018
Personnel	\$0	\$581,785	\$0	\$997,395
Internal Services	\$0	\$54,222	\$0	\$112,107
Total GF/non-GF	\$0	\$636,007	\$0	\$1,109,502
Program Total:	\$636,007		\$1,109,502	
Program FTE	0.00	4.00	0.00	7.00

Program Revenues				
Indirect for Dept. Admin	\$38,863	\$0	\$85,277	\$0
Service Charges	\$0	\$636,007	\$0	\$1,109,502
Total Revenue	\$38,863	\$636,007	\$85,277	\$1,109,502

Explanation of Revenues

Special Ops Fund:
 \$1,109,502 - Transit Patrol Services provided for Tri-met

Significant Program Changes

Last Year this program was: FY 2017: 60071 TriMet Transit Police

This program offer has been increased by 3.00 Deputy FTE for FY 2018.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$138,709	\$0	\$144,541	\$0
Total GF/non-GF	\$138,709	\$0	\$144,541	\$0
Program Total:	\$138,709		\$144,541	
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 2017: 60073 Human Trafficking Task Force

Legal / Contractual Obligation

Contract with Metro.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$20,806	\$474,872	\$21,681	\$489,037
Contractual Services	\$0	\$1,200	\$0	\$1,200
Internal Services	\$0	\$44,370	\$0	\$55,102
Total GF/non-GF	\$20,806	\$520,442	\$21,681	\$545,339
Program Total:	\$541,248		\$567,020	
Program FTE	0.15	3.45	0.15	3.45

Program Revenues				
Indirect for Dept. Admin	\$31,802	\$0	\$41,915	\$0
Service Charges	\$0	\$520,442	\$0	\$545,339
Total Revenue	\$31,802	\$520,442	\$41,915	\$545,339

Explanation of Revenues

Special Ops Fund:

\$545,340 - Enforcement/Investigation and Clean-up of Illegal Dumping provided for Metro.

Significant Program Changes

Last Year this program was: FY 2017: 60074 Metro Services

Department: Sheriff **Program Contact:** Steve Bevans

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

Related Programs:
Program Characteristics:
Executive Summary

This program combines Community Resource Deputies and School Resource Officers (SROs). Community deputies assist with emergency preparedness and safety education and regularly meet with the community. SROs are the conduit among schools, law enforcement, and social services. These deputies also provide first-line defense if a violent, active threat is present.

Program Summary

MCSO provides 24/7 public safety coverage for the residents living in the unincorporated areas of Multnomah County. On the eastside, these areas include the Columbia River Gorge and Corbett; the Westside includes Sauvie Island and Dunthorpe. Deputies are first responders to any emergency requiring an immediate response. Working with schools, businesses, and neighborhood associations, deputies seek to understand community needs and using problem solving skills to assess, investigate, and intervene in criminal activities.

The Corbett and Reynolds School Resource Officers work with at-risk children and their families and provide educational classes addressing various issues including drug use. Deputies provide the first necessary step toward intervention. They are not only a stabilizing force for youth, but in many cases act as role models toward the juveniles they encounter daily. SRO activities include: illegal drug enforcement, prevention and education; providing resources for guiding and intervening with at risk high school students by supporting their teachers and parents; and intervening in the exploitation, molestation and physical abuse of children and assisting their families.

A visible public safety system is a critical factor to citizens feeling safe at home, school, work, and play. Evidence through the Bureau of Justice Administration studies shows that community policing is a proven and historical strategy to community safety.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Student Contacts	1,150	1,100	1,173	1,173
Outcome	Percentage of students involved in crimes	0.05%	0.05%	0.07%	0.07%
Output	Hours of classroom education	39	15	39	35
Output	Number community meetings attended	144	144	192	192

Performance Measures Descriptions

“Hours of Classroom Education” includes 24 hours of “MCSO Youth Academy” classroom hours.

Assumes CRO attendance of 12-13 meetings/month. Data from the CRO monthly reports.

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	2017	2017	2018	2018
Personnel	\$864,411	\$41,612	\$897,062	\$43,362
Materials & Supplies	\$5,103	\$0	\$5,103	\$0
Internal Services	\$3,780	\$3,878	\$6,113	\$4,873
Capital Outlay	\$10,000	\$0	\$10,000	\$0
Total GF/non-GF	\$883,294	\$45,490	\$918,278	\$48,235
Program Total:	\$928,784		\$966,513	
Program FTE	5.95	0.30	5.95	0.30

Program Revenues				
Indirect for Dept. Admin	\$2,780	\$0	\$3,707	\$0
Intergovernmental	\$324,237	\$0	\$335,087	\$0
Service Charges	\$46,358	\$45,490	\$46,358	\$48,235
Total Revenue	\$373,375	\$45,490	\$385,152	\$48,235

Explanation of Revenues

General Fund:
\$46,358 - Corbett School District pays a portion of the cost of the SRO
\$335,087 - Reynolds School District pays for three .75 FTE SROs

Fed/State Fund:
\$48,236 - Patrol Services provided to the US Forest Service during summer months

Significant Program Changes

Last Year this program was: FY 2017: 60075 School & Community Resource Officer Program

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$100,696	\$33,565	\$103,690	\$34,564
Total GF/non-GF	\$100,696	\$33,565	\$103,690	\$34,564
Program Total:	\$134,261		\$138,254	
Program FTE	0.75	0.25	0.75	0.25

Program Revenues				
Intergovernmental	\$0	\$33,565	\$0	\$34,564
Total Revenue	\$0	\$33,565	\$0	\$34,564

Explanation of Revenues

Fed/State Fund:
 \$34,564 - .25 FTE of Deputy Sheriff funded by Domestic Violence Grant

Significant Program Changes

Last Year this program was: FY 2017: 60076 Domestic Violence Enhanced Response

Department: Sheriff

Program Contact: Bryan White

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 225 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 & 700 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of evidence exhibits received, processed and bar-coded	13000	16,000	13000	16,000
Outcome	Number of cases closed and disposed	4200	5,000	4200	4500
Output	Number of vehicle movements for maintenance and repair	700	1000	600	600

Performance Measures Descriptions

"...evidence exhibits received, processed and bar-coded" and "...cases closed and disposed" from internal evidence database and LPT Tom Mitchell. "Vehicle movements for maintenance and repair" data from an internal database, provided by LPT Cory Reyes. Vehicle movements are down due to a coordinated effort between the Logistics Unit and County Fleet to provide more service appointments that enable MCSO members to take their assigned vehicle to the County Shops for their service appointment themselves. This model is desirable as it generally creates less "down time" for MCSO vehicles.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$462,377	\$0	\$461,693	\$0
Materials & Supplies	\$12,016	\$0	\$12,016	\$0
Internal Services	\$187,609	\$0	\$210,853	\$0
Total GF/non-GF	\$662,002	\$0	\$684,562	\$0
Program Total:	\$662,002		\$684,562	
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 2017: 60078 Logistics Unit

Department: Sheriff **Program Contact:** Monte Reiser
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This is a pilot program funded with one-time-only dollars for FY 2018. A team of two Deputies (2.00 FTE) will provide consistent positive interaction with the homeless, connect them with needed services and provide resources for community engagement. MCSO will coordinate with service providers and assist the vulnerable homeless population on a daily basis to ensure their fundamental needs are addressed.

Program Summary

The HOPE Team will be comprised of two Deputies who will provide consistent outreach to the homeless in order to connect them to services and find a path out of homelessness. The Team will work collaboratively with service providers to meet the shared vision of A Home for Everyone – that no citizen (one) should be homeless; everyone needs a safe, stable place to call home.

The HOPE Team will partner with service providers including A Home for Everyone coordinators, the Portland Police Neighborhood Response Team and Behavioral Health Unit, Gresham Police Neighborhood Enforcement Teams, and the Multnomah County Joint Office of Homeless Services. The Team will also work with stakeholders including community groups and businesses to address public safety concerns and create collaborative response plans.

Response plans will be comprehensive and acknowledging of the community and the homeless. The HOPE Team will conduct field outreach on foot and bicycles in their effort to connect with the population. Because some of the homeless may be experiencing mental health challenges, substance abuse issues, be military veterans lacking support, or be families in need of immediate assistance, the Team will work to understand individual needs to match with them with appropriate services.

Being a first-responder to service calls associated with unlawful camping, the HOPE Team will implement a compassionate, “outreach first” philosophy prior to enforcing unlawful camping ordinances. The homeless will be treated with dignity and respect in all contacts. When needed, the Team will coordinate clean-up activities with Sheriff’s Office Corrections Work Crews, ensuring the population’s valuables are kept safe and that the environment is restored.

Performance Measures

Measure Type	Primary Measure	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of Homeless Citizens Contacted	NA	NA	NA	700
Outcome	Number of referrals made to services	NA	NA	NA	500

Performance Measures Descriptions

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2017	2017	2018	2018
Personnel	\$0	\$0	\$207,602	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$0	\$207,602	\$0
Program Total:	\$0		\$207,602	
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: 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of cases referred to DA for prosecution	97	70	60	70
Outcome	Number of weapons seized	58	50	66	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	2017	2017	2018	2018
Personnel	\$0	\$402,783	\$0	\$414,756
Materials & Supplies	\$0	\$3,000	\$0	\$0
Internal Services	\$0	\$37,819	\$28,410	\$46,619
Total GF/non-GF	\$0	\$443,602	\$28,410	\$461,375
Program Total:	\$443,602		\$489,785	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Indirect for Dept. Admin	\$27,106	\$0	\$35,462	\$0
Intergovernmental	\$0	\$443,602	\$0	\$461,375
Total Revenue	\$27,106	\$443,602	\$35,462	\$461,375

Explanation of Revenues

Fed/State Fund:
 \$461,375 - Grant funding from Oregon Youth Authority for 3.0 FTE Gang Enforcement Deputies

Significant Program Changes

Last Year this program was: FY 2017: 60084 Gang Enforcement 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of searches for lost/missing hikers conducted	34	20	40	40
Outcome	Percentage of searches resulting in a found/rescued person	95%	90%	95%	95%
Output	Number of people provided hiking safety information	200	100	250	250

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	2017	2017	2018	2018
Personnel	\$9,823	\$0	\$10,141	\$0
Materials & Supplies	\$10,200	\$0	\$10,200	\$0
Total GF/non-GF	\$20,023	\$0	\$20,341	\$0
Program Total:	\$20,023		\$20,341	
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 2017: 60085 Hornet Trail Rescue and Wilderness Law Enforcement Services Team

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 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of dispossessed firearm cases investigated	216	20	200	180
Outcome	Number of firearms seized	91	25	60	40
Output	Number of restraining order violations investigated	190	20	120	120
Outcome	Number of cases presented to the District Attorney's Office for prosecution.	123	12	100	100

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	2017	2017	2018	2018
Personnel	\$175,173	\$0	\$183,109	\$0
Materials & Supplies	\$9,000	\$0	\$9,000	\$0
Internal Services	\$3,600	\$0	\$6,458	\$0
Capital Outlay	\$10,000	\$0	\$10,000	\$0
Total GF/non-GF	\$197,773	\$0	\$208,567	\$0
Program Total:	\$197,773		\$208,567	
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 2017: 60088 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	FY16 Actual	FY17 Purchased	FY17 Estimate	FY18 Offer
Output	Number of arrest warrants and detainers served	68	65	70	75
Outcome	Number of assists to parole and probation officers	155	75	160	175

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	2017	2017	2018	2018
Personnel	\$0	\$138,709	\$0	\$144,541
Materials & Supplies	\$0	\$901	\$0	\$901
Internal Services	\$0	\$13,011	\$0	\$16,347
Total GF/non-GF	\$0	\$152,621	\$0	\$161,789
Program Total:	\$152,621		\$161,789	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Indirect for Dept. Admin	\$9,326	\$0	\$12,435	\$0
Intergovernmental	\$0	\$122,295	\$0	\$161,789
Beginning Working Capital	\$0	\$30,326	\$0	\$0
Total Revenue	\$9,326	\$152,621	\$12,435	\$161,789

Explanation of Revenues

Fed/State Funding:
 \$161,789 - HB3194 Funding for Fiscal Year 2018.

Significant Program Changes

Last Year this program was: FY 2017: 60091 HB3194 Justice Reinvestment - Enforcement Deputy