

FY 2021  
Adopted  
Budget

Multnomah County  
Oregon



Adopted by Multnomah County  
Board of Commissioners  
Deborah Kafoury, Chair

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 by division.

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.

## What Makes a Good Program Offer

## 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 youth might report the number of youth who received treatment (output), and the percentage of youth 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 youth 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 or does not perform at the proposed level.

### *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 are 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:

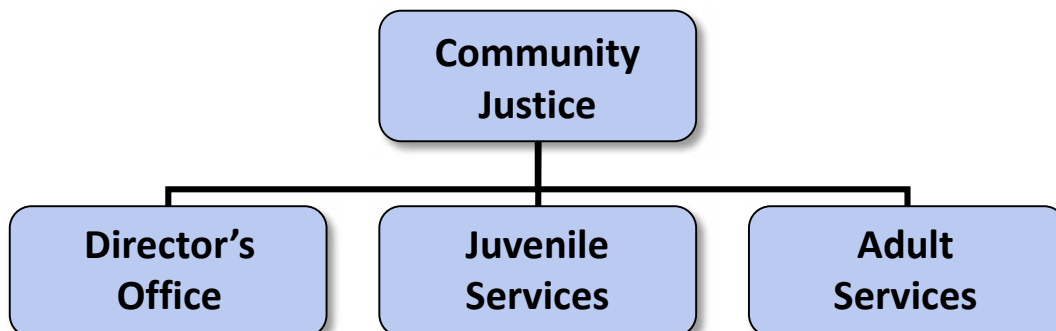
- Base Level of Service - Program "A" is the base level of service that can be provided while still delivering the expected results. In the example above, the base level of service would be 100 beds.
- Increments of Service - Program "B" (and beyond, e.g. "C", "D") represent incremental levels of service 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 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 its 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 Department of Community Justice (DCJ) Adopted budget is \$108.3 million and 476.90 FTE. General Funds account for 70% (\$76.2 million) of the budget. Other Funds include Federal/State at \$30.2 million, Justice Special Operations Fund at \$1.1 million and Coronavirus (COVID-19) Response Fund at \$710,000.

The budget reflects a significant reduction in State Community Corrections SB 1145 funding. The Oregon Legislature did not fund the actual cost study which was proposed to be funded through a Policy Option Package. Multnomah County’s current percentage of the statewide felony population continues to decline from 19.7% in 2017 to 18.12% in 2019. The estimated biennial shortfall to DCJ is \$4.9 million, which resulted in a reduction of 19.25 FTE.

Notable General Fund changes include:

Public safety reforms including the elimination of \$1.0 million of adult supervision fees and transfers the expenses to General Fund. Pretrial services expansion adding employment services to housing and reentry programs \$180,000 (50021C). Expansion of community centered partnerships for families of youth on probation \$250,000 (50065C).

Due to declining utilization, the Assessment and Treatment for Youth and Families (ATYF) program is being eliminated, resulting in a reduction of 7.00 FTE and \$964,127. Youth served in this program will be referred to community providers. DCJ will collaborate with Corrections Health to add 2.00 FTE mental health consultants in detention in an effort to address the growing needs of youth with behavioral health issues \$270,768 (40059).

A new limited duration program manager will monitor contract and billing compliance with community providers and ensure that providers are maximizing billings \$181,679 (50000).

New ongoing funding to backfill the following programs:

- MacArthur Foundation grant that ends in fall 2020 for the Diane Wade House \$546,920 (50027B).
- 1.00 FTE parole and probation officer (PPO) in Adult Treatment First, backfilling a reduction in State SB 1145 funding \$129,546 (50014B).

Budget Trends	FY 2019	FY 2020	FY 2020	FY 2021	Difference
	Actual	Current Estimate	Adopted Budget	Adopted Budget	
Staffing FTE	527.70	481.57	496.57	476.90	(19.67)
Personnel Services	\$63,227,504	\$63,154,702	\$65,429,093	\$65,155,484	(\$273,609)
Contractual Services	20,161,248	20,495,765	21,808,934	22,183,200	374,266
Materials & Supplies	3,254,939	2,263,208	2,241,973	2,146,402	(95,571)
Internal Services	16,001,836	17,861,957	18,528,520	18,768,644	240,124
Capital Outlay	0	0	825,000	11,000	(814,000)
<b>Total Costs</b>	<b>\$102,645,527</b>	<b>\$103,775,632</b>	<b>\$108,833,520</b>	<b>\$108,264,730</b>	<b>(\$568,790)</b>

Due to the transition to a new ERP system, some services are now budgeted in different ledger categories.

## Successes and Challenges

The Department of Community Justice (DCJ) is committed to serving those at highest risk and investing in programs and services that improve community safety by helping justice-involved youth and adults change their behavior. DCJ uses evidence-based and promising practices to inform programmatic and budgetary decisions and continues to work closely with partners to invest in services needed by those under its supervision.

The Adult Services Division (ASD) continues to be a committed partner and leader in the effort to reform the criminal justice system through the active involvement in the Multnomah County Justice Reinvestment Program (MCJRP) and the MacArthur Foundation's Safety and Justice Challenge. These efforts have contributed to the decreased reliance on costly resources such as jail and prison beds and instead focused time and money on identifying the key risks and needs of these justice-involved individuals. ASD continues to look at how to improve the delivery of culturally specific services. This year DCJ expanded its use of the Habilitation, Empowerment, Accountability Therapy (HEAT) curriculum to a female population. HEAT is a culturally specific approach to addressing low engagement among high risk/high needs African Americans. As a results driven department, DCJ uses data to help gauge progress. One data point DCJ relies on is recidivism rates. Based on the latest data available, rates for arrests within one year in Multnomah County are 29.1%, which is lower than the overall Statewide percentage of 35.3%.

The Juvenile Services Division (JSD) remains committed to identifying ways to improve the services it delivers to youth and their families while holding the youth accountable and developing skills necessary for success. JSD has begun participation in a national effort to transform probation that will focus on promoting positive behavior change and diversion rather than surveillance and sanctions. It continues to focus on implementing trauma-informed practices in the detention facility. Lastly, progress has continued around efforts to reduce length of stay for youth placed in detention.

A main challenge continues to be decreasing resources due to budget reductions and a decrease in the adult felony population. DCJ will continue to pay close attention to where resources are invested with a continued goal of limiting the most expensive options like jail or detention. DCJ will continue to narrow its focus to serve those who are the highest risk by relying on assessment tools to guide decisions. Lastly, while DCJ and other public safety partners have focused on a variety of strategies to address racial and ethnic disparities, progress has been slow. DCJ will continue to invest in strategies and explore the reasons for the continued disparities. The call for public safety reforms resulted in additional funding for community supports that will help address some of these systemic inequities. These FY 2021 investments means DCJ will be able to expand culturally specific programming in both its divisions.

### Diversity, Equity, and Inclusion

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 invest in culturally appropriate programming and contracted services, as well as increasing the tracking and reporting on key demographic information to address racial and ethnic disparities. An equity lens is applied throughout the department’s collaborative budget process, which informs how to invest limited resources.

DCJ’s Workforce Equity Strategic Plan (WESP) is actively shaping department-wide activities and priorities. A few key areas of progress and continued focus are:

- Hired an equity and inclusion manager who has begun providing direction on policy development and training. This includes sharing an observational assessment based on feedback from over 100 staff on the strengths and weaknesses of DCJ’s operations and culture.
- Reconvened the Diversity and Equity Steering Committee (DESC), led by the equity and inclusion manager, to focus on efforts to address culture change. Implicit Bias training has been identified by DESC as a focal point of training for staff and managers in the upcoming year.
- Established a WESP Advisory Committee that will oversee the implementation of DCJ’s WESP goals.
- Completed of a workgroup that developed guidelines for establishing a safe and respectful workplace.
- Convened a Restorative Practices Pilot project that will work to develop a set of recommendations to implement restorative practices for employees department-wide.

### Budget by Division

Division Name	FY 2021 General Fund	Other Funds	Total Division Cost	Total FTE
Director's Office	\$17,451,697	\$1,143,709	\$18,595,406	58.80
Adult Services Division	35,948,066	23,173,319	59,121,385	269.50
Juvenile Services Division	22,826,668	7,011,271	29,837,939	148.60
All Divisions: COVID-19	<u>0</u>	<u>710,000</u>	<u>710,000</u>	<u>0.00</u>
<b>Total Community Justice</b>	<b>\$76,226,431</b>	<b>\$32,038,299</b>	<b>\$108,264,730</b>	<b>476.90</b>

### 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 \$108 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, medical billing, procurement for goods and services, and travel arrangements. The Business Applications and Technology (BAT) unit directs the evaluation, selection, purchase, and implementation of innovative technology solutions to enhance DCJ's effectiveness. Human Resources (HR) supports over 500 employees including the needs of management and members of three different unions. HR coordinates the department-wide development of policies, procedures, hiring and training. The Volunteer and Intern program manages 237 volunteers and interns. The Crime Victim Services unit is responsible for advancing DCJ's long-term commitment to crime victims' rights and is an important resource for staff and community partners. This includes staffing Multnomah County's Sex Trafficking Collaborative, which includes 300 partners and 15 agencies coordinating a community response to trafficking and supporting survivors.

### Significant Changes

The FY 2021 budget continues to focus on investing in resources that improve the delivery of customer service by the Director's Office to the rest of the department and increase direct services to justice-involved individuals.

The Director's Office continues to examine how to improve efficiency with current staffing levels while adjusting to declining resources. Several positions in the Director's Office were eliminated as a result of the 2019 Oregon Legislature's adopted budget for Community Corrections that reduced funding for Multnomah County by \$5.4 million. The Deputy Director and an Office Assistant 2 were eliminated to absorb the reductions taken in the Adult Services Division. Additionally, the Research and Planning program supervisor was eliminated as part of reductions made due to a decrease in Justice Reinvestment Initiative funding.

The Director's Office continues to adjust in order to operate within resources. The FY 2021 changes include the reduction of a Business Process Consultant (50002) that is currently vacant. A Data Analyst Senior is being replaced by a Research Evaluation Analyst 1 (50004) to better meet the needs of the Research & Planning unit. A contract providing automated calls to defendants (50002) is being eliminated due to it no longer serving DCJ clients and the Courts beginning to use technology that will provide text messaging for court dates.

### Adult Services Division

The Adult Services Division (ASD) provides leadership and direction for the supervision of approximately 11,500 justice-involved adults in the community annually who have been convicted of felony and misdemeanor crimes. The Recognizance unit helps process over 29,000 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 (PPOs) receive significant training to work with adults under supervision who engage in risky behaviors related to domestic violence, gang involvement, mental 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. ASD enhances supervision with GPS/electronic monitoring and computer forensics monitoring as needed.

### Significant Changes

Based on the continued decline in the number of felony cases and County budget constraints, DCJ's FY 2021 budget is focusing on staffing, programs, and services that maintain a solid foundation to serve the highest risk. DCJ is adjusting to a reduction in State funding in July 2019 that led to the closure of its cognitive behavior program as well as a reduction of other staff including parole-probation officers.

DCJ continues to examine utilization of programs and contracts and is taking a close look at the billing structure with providers. In FY 2021, DCJ will work with providers to examine whether they are successfully billing both publicly-funded and private insurance in an effort to ensure DCJ is not paying for treatment that is reimbursable. Accurate billing will result in savings for DCJ. In addition, contracts are being rightsized due to underutilization, which will result in additional savings (50011, 50012).

Funding is included to continue the Diane Wade House (50027B) that will end in September 2020. Multnomah County received a \$2.0 million grant from the MacArthur Foundation in October 2017 to reduce disparities and unnecessary incarceration by supporting mental health and addiction programs. In April 2019, the Diane Wade House, an Afrocentric transitional house for justice-involved women, officially opened and currently has the capacity to provide housing and culturally responsive services and peer support to 38 women.



### 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, assessment and evaluation services, and 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 620 detention screenings and 288 Multnomah County youth were admitted to the Donald E. Long Juvenile Detention facility. In total, the Tri-County area had 1,152 admissions.

This past year 528 youth were diverted from court for less serious criminal activity and either held accountable through referral to community-based education/behavioral early interventions or through formal accountability agreements that typically include community service and paying restitution to victims. Juvenile court counselors (JCC) supervise medium to high risk youth on formal probation. JSD serves these youth and their families with case management utilizing accountability interventions when needed.

### Significant Changes

DCJ remains focused on funding staff, programs, and services that provide a solid foundation to serve the highest risk youth, address racial and ethnic disparities, and have the best outcomes.

The 2019 Oregon Legislature adopted Senate Bill 1008, ending the automatic adult prosecution of 15-, 16- and 17-year-olds for Measure 11 offenses, but continues the possibility of adult prosecution for Measure 11 offenses after the court holds a "waiver hearing." While DCJ supports this new legislation, it will result in an increase in cases filed in Juvenile Court and additional workload for JSD staff. To meet this new demand; as well as, new requirements implemented by the Chief Family and Juvenile Court Judge, 3.00 FTE Juvenile Court Counselors (50057, 50058) and 1.00 FTE Juvenile Counseling Assistant (50058) are being added.

DCJ took a close look at services and programming to fund these new positions. Due to declining utilization, the Assessment and Treatment for Youth and Families program is being eliminated, resulting in a reduction of 7.00 FTE (50064). Youth served in this program will be referred to community providers. DCJ will collaborate with Corrections Health to add 2.00 FTE Mental Health Consultants (40059) in detention in an effort to address the growing needs of youth with behavioral health issues.

### 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 2021 General Fund	Other Funds	Total Cost	FTE
<b>Director's Office</b>					
50000	DCJ Director's Office	\$1,644,648	\$0	\$1,644,648	8.00
50001	DCJ Business Services	3,487,540	0	3,487,540	16.80
50002	DCJ Business Applications & Technology	8,966,213	20,659	8,986,872	5.00
50003	DCJ Crime Victim Services Unit	925,025	12,000	937,025	7.00
50004	DCJ Research & Planning Unit	836,247	1,111,050	1,947,297	11.20
50005	DCJ Human Resources	1,592,024	0	1,592,024	10.80
<b>Adult Services Division</b>					
50011	Recovery System of Care	755,954	144,019	899,973	0.00
50012	Adult Residential Treatment Services	899,336	46,345	945,681	0.00
50014	Adult Treatment First/STOP Drug Court	1,525,291	534,735	2,060,026	6.00
50014B	Adult Treatment First PPO	129,546	0	129,546	1.00
50016	Adult Services Management	2,050,150	0	2,050,150	9.00
50017	Adult Support Services	5,165,230	3,694,432	8,859,662	52.00
50018	Adult Pretrial Release Services Prog. (PRSP)	2,751,590	0	2,751,590	21.00
50019	Adult Local Control Release Unit	0	136,357	136,357	1.00
50020	Adult Parole/Post Prison Violation Hearings	0	577,124	577,124	3.00
50021A	Assessment and Referral Center	2,991,317	2,138,220	5,129,537	25.00
50021B	Assessment and Referral Center - Housing	3,365,350	0	3,365,350	0.00
50021C	Pretrial Services Expansion	180,000	0	180,000	0.00
50022	HB3194 Justice Reinvestment	0	3,155,398	3,155,398	5.52
50023	Adult Field Supervision - West	2,543,013	2,567,685	5,110,698	31.48
50024	Adult Mental Health Unit - Supervision and Treatment	3,017,275	341,628	3,358,903	11.00
50025	Adult Sex Offense Supervision & Treatment	452,414	1,785,217	2,237,631	11.00
50026	Adult Domestic Violence Supervision	1,278,941	1,616,655	2,895,596	17.00
50027A	Adult Women & Family Services Unit	2,495,494	805,669	3,301,163	18.00
50027B	Diane Wade House	546,920	0	546,920	0.00

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Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
<b>Adult Services Division (cont.)</b>					
50029	Adult Electronic Monitoring	551,032	135,153	686,185	3.00
50030	Adult START Court Program	759,644	946,034	1,705,678	7.00
50031	Community Service	1,423,112	234,029	1,657,141	11.00
50032	Adult Gang and African American Program	961,511	1,824,354	2,785,865	11.00
50033	Adult Field Supervision - East	1,968,263	2,194,896	4,163,159	22.50
50036	Adult Domestic Violence Deferred Sentencing	136,683	0	136,683	1.00
50037	Adult Sex Offense Reduced Supervision (SORS)	0	295,369	295,369	2.00
<b>Juvenile Services Division</b>					
50050A	Juvenile Services Management	1,620,970	72,930	1,693,900	7.00
50050B	Juvenile Detention Services Behavior Management Training	90,000	0	90,000	0.00
50051	Juvenile Services Support	2,539,798	0	2,539,798	11.00
50052	Family Court Services	417,356	1,069,904	1,487,260	9.00
50053	Courtyard Cafe and Catering	407,109	0	407,109	3.20
50054A	Juvenile Detention Services - 48 Beds	8,928,429	136,905	9,065,334	53.40
50054B	Juvenile Detention Services - 16 Beds	1,257,294	0	1,257,294	9.00
50055	Community Monitoring Program	216,829	419,715	636,544	0.00
50056	Juvenile Shelter & Residential Placements	262,478	505,815	768,293	0.00
50057	Juvenile Intake, Assessment, Informal & Adjudication (IAIA)	1,536,194	0	1,536,194	11.00
50058	Juvenile Field Probation	1,768,917	1,628,175	3,397,092	22.00
50060	Juvenile East Multnomah Gang Enforcement Team (EMGET)	0	544,617	544,617	0.00
50063	Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation	976,631	1,804,891	2,781,522	16.00
50065A	Juvenile Community Healing Initiative (CHI)	1,565,405	169,787	1,735,192	0.00
50065B	CHI Early Intervention & Youth Gang Prevention Services	250,923	281,611	532,534	0.00
50065C	Community Healing Initiative Expansion	250,000	0	250,000	0.00
50066	Juvenile Community Interface Services	738,335	376,921	1,115,256	7.00

# Community Justice

fy2021 adopted budget

Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
<b>All Divisions</b>					
50099A	COVID-19 Technology Resources and Reduced Jail Sanctions	0	195,000	195,000	0.00
50099B	COVID-19 Housing & DV Emergency Services	<u>0</u>	<u>515,000</u>	<u>515,000</u>	<u>0.00</u>
	<b>Total Community Justice</b>	<b>\$76,226,431</b>	<b>\$32,038,299</b>	<b>\$108,264,730</b>	<b>476.90</b>

\*The above amounts include the non-represented wage freeze, which is a freeze on the Cost of Living Adjustment for all non-represented positions and a freeze on merit increases for non-represented positions earning over \$100,000. The wage freeze resulted in \$357,961 of General Fund savings and \$44,014 Other Funds savings. The Other Funds reduction was offset by an increase in other personnel expenditures so that the total appropriations remained unchanged.

**Department:** Community Justice      **Program Contact:** Erika Preuitt  
**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 policy, program, and fiscal direction to achieve its mission of enhancing community safety and reducing criminal activity. DCJ is a 24-hour operation with over 500 regular employees. The Director's Office coordinates volunteers and interns throughout DCJ. This office also provides leadership, communication, fiscal management, research and evaluation, human resources 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, and families 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 promote community safety.

In FY 2020, the Adult Services Division supervised about 11,500 probationers and post-prison justice-involved adults in the community who have been convicted of felony and misdemeanor crimes. The Juvenile Services Division provides community supervision for youth, and operates the Donald E. Long Juvenile Detention Facility, a regional facility that houses up to 64 youth daily. DCJ's 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 Director's Office oversees administrative functions that support DCJ's direct service work. Business Services provides fiscal management of DCJ's 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 and innovative technology solutions to enhance DCJ's effectiveness. Human Resources supports DCJ employees, including the needs of management and members of three different unions.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of adults supervised annually	11,511	12,500	11,500	11,500
Outcome	Percent of adults convicted of misd. or felony within 1 year of supervision start date	18%	17%	18%	18%
Output	Number of juvenile criminal referrals received annually	1,251	1,100	1,200	1,200
Outcome	Percent of youth that had one or more subsequent criminal adjudication within 1 year post disposition	25%	25%	25%	25%

### Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,531,490	\$0	\$1,529,731	\$0
Contractual Services	\$71,586	\$0	\$27,105	\$0
Materials & Supplies	\$80,909	\$0	\$80,944	\$0
Internal Services	\$7,834	\$0	\$6,868	\$0
<b>Total GF/non-GF</b>	<b>\$1,691,819</b>	<b>\$0</b>	<b>\$1,644,648</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,691,819</b>		<b>\$1,644,648</b>	
<b>Program FTE</b>	9.00	0.00	8.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2020: 50000-20 DCJ Director's Office

This program offer reflects a decrease of 1.00 FTE deputy director that was cut during FY 2020 as part of the midyear State DOC SB1145 rebalance. In FY 2021, a limited duration manager 1 is added. The manager 1 position will serve to monitor contract compliance, performance standards and create a system for billing reform within our provider network.

Contractual Services - interpretation services decreased by \$40,429 and budget was transferred to PO 50001 due to elimination of Deputy Director Office.

**Department:** Community Justice

**Program Contact:** Jelese Jones

**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 by exercising sound, accurate, and transparent financial stewardship.

**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 DCJ's budget adequately supports operations and aligns with the programs authorized by the Board of County Commissioners.

Business Services include budget development, analysis, and tracking of numerous revenue streams, accounts receivable, accounts payable, medical billing, travel/training, procurement, and administration support. Business Services has oversight over administration of the department's budget, financial reporting, grants, and contract management.

Business Services also monitors departmental spending throughout the budget cycle so that spending occurs within the designated authority limits. This program manages cash handling, accounting functions, grant monitoring, and compliance requirements. The contract team ensures that contracts meet County Attorney standards and provides legal authority to procure goods and services for programs. DCJ Business Services staff participate in countywide strategic teams such as the Financial Management Forum, Procurement Committees, and Finance Users Group.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent of invoices paid in 30 days or less	72%	68%	70%	80%
Outcome	Percent spending within legal appropriation (total budget)	100%	100%	100%	100%

**Performance Measures Descriptions**



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,126,735	\$0	\$2,224,606	\$0
Contractual Services	\$13,491	\$0	\$53,920	\$0
Materials & Supplies	\$57,054	\$0	\$222,296	\$0
Internal Services	\$1,172,525	\$0	\$986,718	\$0
<b>Total GF/non-GF</b>	<b>\$3,369,805</b>	<b>\$0</b>	<b>\$3,487,540</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,369,805</b>		<b>\$3,487,540</b>	
<b>Program FTE</b>	16.80	0.00	16.80	0.00

Program Revenues				
Other / Miscellaneous	\$2,961,150	\$0	\$2,638,953	\$0
<b>Total Revenue</b>	<b>\$2,961,150</b>	<b>\$0</b>	<b>\$2,638,953</b>	<b>\$0</b>

Explanation of Revenues

County General Fund which includes \$2,000 from County District Attorney for Subpoena Copy Fees, and Dept Indirect Revenue of \$2,636,953. The copy fees are published in FY 2021 Master Fee Schedule, and Department Indirect Revenue rate is based on the FY 2021 indirect rate in the Countywide Cost Allocation Plan. Indirect rate is applied to total allowable payroll expenditures in Non-General Fund revenue streams.

ASD Supervision fees were backfilled with CGF funds. County General fund expenses increased by \$185,794.

Significant Program Changes

Last Year this program was: FY 2020: 50001-20 DCJ Business Services

During FY 2020, 1.00 FTE Office Assistant 2 was cut as part of the midyear State DOC SB1145 rebalance. In FY 2021, this position is restored. Also in FY 2021, a finance specialist 2 is decreased by 0.20 FTE and a program technician is increased by 0.20 FTE. Overall there is a net zero impact to FTE in this program offer.

Contractual Services (Interpreter Services) increased by \$40,429 due to the Deputy Director's Office being eliminated during the FY 2020 midyear rebalance.

ASD Supervision fees were backfilled with CGF funds. Due to this backfill supplies increased in order to balance.

**Department:** Community Justice      **Program Contact:** Pam Mallory  
**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 information systems and data reporting tools to increase the effectiveness of staff and improve the delivery of services to internal customers, public safety partners, and the justice-involved individuals we serve.

### 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.

This program offer contains services provided by the County's Information Technology organization which facilitate support for information needs of DCJ, system partners, and the public. This includes development and maintenance, training and on-going support of information systems to support business needs and easy access to data, the purchase and replacement of computer equipment, software, and technology tools.

BAT contributes to countywide priorities by managing DCJ's participation in the Service Coordination Portal Engine (SCoPE) project, including maintaining user access, performing quarterly system audits, and other data steward activities. SCoPE is a multi-departmental data sharing application that leverages existing sources of service information to create a summary view of a client's program enrollment. BAT also works with Case Companion, a multi-jurisdictional online resource that provides vital, easily accessible information for victims of crime in Multnomah County, to enhance the array of features available to victims on the site.

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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of system innovations, upgrades and system replacements implemented	21	20	20	15
Outcome	Number of technology requests completed	15	15	15	15
Outcome	Number of systems supported/administered	18	15	15	15

### Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$889,755	\$0	\$765,902	\$0
Contractual Services	\$104,861	\$0	\$77,861	\$0
Materials & Supplies	\$202,419	\$20,659	\$188,612	\$20,659
Internal Services	\$7,735,169	\$0	\$7,933,838	\$0
<b>Total GF/non-GF</b>	<b>\$8,932,204</b>	<b>\$20,659</b>	<b>\$8,966,213</b>	<b>\$20,659</b>
<b>Program Total:</b>	<b>\$8,952,863</b>		<b>\$8,986,872</b>	
<b>Program FTE</b>	6.25	0.00	5.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$20,659	\$0	\$20,659
<b>Total Revenue</b>	<b>\$0</b>	<b>\$20,659</b>	<b>\$0</b>	<b>\$20,659</b>

Explanation of Revenues

County General Fund plus 1) \$20,659 partial allocation from the Laura and John Arnold Foundation. This is a two-year non-governmental grant of \$731,240. Award 7/01/2019 - 6/30/2021. The Grant funds the developing, implementing, and hosting four dashboards for Oregon counties that provides parole and probation officers with data about their clients and caseloads in user-friendly formats, with the overall goal of reorienting community supervision towards promoting success by accelerating the adoption of evidence-based practices.

Significant Program Changes

**Last Year this program was:** FY 2020: 50002-20 DCJ Business Applications & Technology

This program offer reflects a decrease of 1.25 FTE business process consultant. During FY 2020, the business process consultant was reduced by 0.25 FTE as part of the midyear State DOC SB1145 rebalance. In FY 2021, a vacant 1.00 FTE business process consultant is cut.

Contractual Services: This program offer was reduced by \$40,000 and the automated reminder calling system (supervision fees) contract was eliminated.

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

### Executive Summary

Community supervision serves three main purposes: 1) holding justice-involved youth and adults accountable, 2) provide tools for making positive changes in individuals' behavior, and 3) protecting the rights of victims/survivors and the larger community. The Crime Victim Services Unit ensures DCJ is fulfilling its legal obligation to uphold crime victims' rights and promotes best practices by coordinating and enhancing each division's response to the crime victims' rights of individual crime victims/survivors 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 while 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, providing crime victim advocacy and safety planning, 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 has been developed to increase and simplify victim access to the criminal justice system. Lastly, this unit includes a position devoted specifically to staffing Multnomah County's Sex Trafficking Collaborative, a partnership of more than 300 individuals and 15 agencies coordinating a community response to trafficking and supporting survivors.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of initial contacts with victims of probation cases	1,953	2,200	2,000	2,000
Outcome	Monthly average victims served through victim advocacy	NEW	NEW	70	70
Outcome	Number of crime victims registering for ongoing notifications	491	620	500	500

### Performance Measures Descriptions

Measure 2 Changed: Alignment to Core Functions. The total for the measure prior to the change (number of victim probation violation contacts per year) would have been 529 for FY19 Actual.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$754,066	\$0	\$814,068	\$0
Contractual Services	\$96,747	\$0	\$101,010	\$0
Materials & Supplies	\$9,006	\$12,000	\$8,881	\$12,000
Internal Services	\$3,000	\$0	\$1,066	\$0
<b>Total GF/non-GF</b>	<b>\$862,819</b>	<b>\$12,000</b>	<b>\$925,025</b>	<b>\$12,000</b>
<b>Program Total:</b>	<b>\$874,819</b>		<b>\$937,025</b>	
<b>Program FTE</b>	7.00	0.00	7.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,880	\$0	\$12,000
Beginning Working Capital	\$0	\$6,120	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$12,000</b>	<b>\$0</b>	<b>\$12,000</b>

Explanation of Revenues

County General Fund plus \$12,000 from Oregon Community Foundation (OCF) Joseph E Weston Public Foundation. Funding schedule for calendar year. \$12k comprise funding of \$6k for period of July 2020 to Dec 2020 and \$6k for period of Jan 2021 to June 2021.

Significant Program Changes

Last Year this program was: FY 2020: 50003-20 DCJ Crime Victim Services Unit

**Department:** Community Justice

**Program Contact:** Debi Elliott

**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 and improvement, and release to the general public.

### Program Summary

The RAP unit supports the data and analysis needs of the three department divisions. 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 develops qualitative research protocols facilitated primarily by key informant interviews and focus groups. This is an important practice for soliciting scientifically valid feedback from staff and justice-involved individuals 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. The unit helps to ensure that departmental operations have fidelity and are delivered in a manner optimizing positive outcomes. RAP also develops new grant applications for service enhancements and research projects. 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 deliverables to funders.

The unit is a contracted data and evaluation resource for local jurisdictions without their own research team. Within the County, RAP provides ongoing facilitation and technical assistance to several Countywide data collaborative bodies. 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.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Average number of new research and evaluation requests received by unit annually	172	180	175	160
Outcome	Number of output and outcome measures analyzed for budgeting process	117	135	120	120

### Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,209,775	\$857,384	\$814,722	\$763,903
Contractual Services	\$3,200	\$11,043	\$2,000	\$198,158
Materials & Supplies	\$23,298	\$19,825	\$17,525	\$16,679
Internal Services	\$2,772	\$133,872	\$2,000	\$132,310
<b>Total GF/non-GF</b>	<b>\$1,239,045</b>	<b>\$1,022,124</b>	<b>\$836,247</b>	<b>\$1,111,050</b>
<b>Program Total:</b>	<b>\$2,261,169</b>		<b>\$1,947,297</b>	
<b>Program FTE</b>	8.83	3.77	6.15	5.05

Program Revenues				
Intergovernmental	\$0	\$628,439	\$0	\$733,466
Other / Miscellaneous	\$0	\$312,537	\$0	\$377,584
Beginning Working Capital	\$0	\$81,148	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,022,124</b>	<b>\$0</b>	<b>\$1,111,050</b>

Explanation of Revenues

This program generates \$132,310 in indirect revenues. County General Fund + \$60,410 from various counties allowing them to access DCJ Google Dashboard; \$21,451 from City of Gresham to partner with DCJ on their Project Respond Program. IGA 10/1/17-09/30/20; \$175,462 from Washington County to maintain Google Dashboard allowing access to DOC 400. IGA 1/1/19-12/31/20; \$377,584 from Laura and John Arnold Foundation. Award 7/1/19-6/30/21; \$56,352 from US DOJ Innovations in Supervision Initiative grant, to reduce violent recidivism for African American males with convictions for violent crimes by expanding the Rehabilitation, Empowerment, Accountability Therapy curriculum. Award 10/1/18-9/30/21; the following 3 grants assume a no-cost extension in FY 2021: \$73,454 US SAMHSA Treatment Drug Courts. Award 9/30/17-9/29/20; \$21,415 US DOJ SMART Reentry. Award 10/1/17-9/30/20; \$324,922 US DOJ W.E.B. Du Bois Program of Research on Race and Crime. Award 1/1/18-12/31/20.

Significant Program Changes

Last Year this program was: FY 2020: 50004-20 DCJ Research & Planning Unit

This program offer reflects a net decrease of 1.40 FTE. During FY 2020, 1.00 FTE executive specialist transferred to another DCJ program (refer # 50005) and 1.00 FTE program supervisor was cut as part of the midyear State CJC HB3194 rebalance. In FY 2021; 0.60 FTE data technician is added. This position was previously limited duration and is funded 100% by the US HHS SAMHSA Treatment Drug Courts grant; 1.00 FTE research evaluation analyst 1 is added; 1.00 FTE data analyst senior is cut; and 0.08 FTE is backfilled with General Fund because the position was reclassified upwards from a data analyst to a research evaluation analyst senior. Contractual services increased by \$192,635 due to an award from the Arnold Foundation. Funds will be used to support database developers for grant related projects.



**Department:** Community Justice      **Program Contact:** Patty Blanchard  
**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, and temporary employees. DCJ HR and training consultants work closely with both internal and external customers to design responsive programs and services. HR staff work with management and members of three unions to promote effective service. The HR unit directly supports the culture and mission of the department, giving employees the tools they need to do their job and supporting management performance.

### Program Summary

The HR unit supports regular, temporary, and on-call employees. This includes three union contracts and employees assigned to 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, investigations, 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.

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, training and safety.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total number of regular employees supported per day	561	540	550	550
Outcome	Percent of People of Color applying for open positions	55%	45%	50%	50%
Outcome	Total number of temps/on calls supported	217	250	215	215

### 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,462,108	\$0	\$1,516,342	\$0
Contractual Services	\$24,735	\$0	\$24,735	\$0
Materials & Supplies	\$51,062	\$0	\$50,876	\$0
Internal Services	\$101	\$0	\$71	\$0
<b>Total GF/non-GF</b>	<b>\$1,538,006</b>	<b>\$0</b>	<b>\$1,592,024</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,538,006</b>		<b>\$1,592,024</b>	
<b>Program FTE</b>	9.80	0.00	10.80	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2020: 50005-20 DCJ Human Resources

This program offer reflects an increase of 1.00 FTE HR technician. During FY 2020, this position transferred from another DCJ program (refer # 50004) and was reclassified from executive specialist to HR technician.

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

**Executive Summary**

Providing justice-involved adults with alcohol and drug treatment along with wraparound services is an effective strategy to reduce re-offense, especially for individuals classified as high risk. This includes outpatient treatment. Alcohol/drug and mental health treatment address major criminal risk factors and are a necessary correctional intervention for 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 recovery support, including stable and drug free housing, peer mentors, medication assisted treatment, 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 non-profit providers who are also equipped to respond to culturally-specific needs and address criminal risk factors.

Some clinical services previously supported by DCJ's budget can now be reimbursed by insurance due to the expansion of Medicaid and increased access to private 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of individuals that received DCJ funded treatment	1,309	900	1,300	1,300
Outcome	Percent of individuals convicted of a misd. or felony within 1 year of treatment admission date	12%	10%	10%	10%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$1,099,220	\$342,020	\$729,075	\$144,019
Materials & Supplies	\$26,879	\$0	\$26,879	\$0
<b>Total GF/non-GF</b>	<b>\$1,126,099</b>	<b>\$342,020</b>	<b>\$755,954</b>	<b>\$144,019</b>
<b>Program Total:</b>	<b>\$1,468,119</b>		<b>\$899,973</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$342,020	\$0	\$144,019
<b>Total Revenue</b>	<b>\$0</b>	<b>\$342,020</b>	<b>\$0</b>	<b>\$144,019</b>

Explanation of Revenues

County General Fund plus 1) \$92,495 from State Dept of Corrections (DOC) SB1145. Calculation based on awarded 2019-2021 biennial amount minus FY 2020 County midyear budget re-balance (due to state reductions). 2) \$51,524 - State Department of Corrections M57 funding. This is a 51% allocation for the 2nd half of the 2019-2021 state biennial budget. Funding restricted to clients being served on active supervision, convicted of crimes related to Measure 57, and have a substance abuse disorder. For example, the medication assisted treatment programs are included in the M57 state funding and support this program offer.

Significant Program Changes

Last Year this program was: FY 2020: 50011-20 Recovery System of Care

This program offer reflects the following general fund reductions in contracted services. The following services were impacted due to reductions; outpatient treatment includes staffing (peer mentors), medication assisted treatment and generic Outpatient treatment. These reductions were based on underutilization of funds and these services are Medicaid eligible. Providers are now eligible to bill for these services and there will minimum impact to services.

**Department:** Community Justice      **Program Contact:** Jay Scroggin  
**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. The long-term collateral costs of re-arrest, re-incarceration, and inadvertent consequences for children of justice-involved adults significantly decline when individuals are successful in residential treatment.

**Program Summary**

This program supports residential drug and alcohol treatment for high risk adults and provides sanction options other than jail for individuals needing treatment. Fifty-four (54) 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 29 residential alcohol and drug treatment beds for high risk female adults in two facilities, and four 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.

Some clinical services previously supported by DCJ's budget can now be reimbursed by insurance due to the expansion of Medicaid and increased access to private insurance. DCJ will continue to provide funding for clinical services for 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 providers. 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of males participating in treatment	348	350	350	350
Outcome	Percent of males convicted of a misd. or felony within 1 year of treatment admission date	17%	13%	15%	15%
Output	Number of females participating in treatment	303	250	300	300
Outcome	Percent of females convicted of a misd. or felony within 1 year of treatment admission date	22%	20%	20%	20%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$1,284,386	\$122,496	\$899,336	\$46,345
<b>Total GF/non-GF</b>	<b>\$1,284,386</b>	<b>\$122,496</b>	<b>\$899,336</b>	<b>\$46,345</b>
<b>Program Total:</b>	<b>\$1,406,882</b>		<b>\$945,681</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$122,496	\$0	\$46,345
<b>Total Revenue</b>	<b>\$0</b>	<b>\$122,496</b>	<b>\$0</b>	<b>\$46,345</b>

Explanation of Revenues

County General Fund plus \$46,345 from State Department of Corrections (DOC) M57 funding. This is a 51% allocation for the 2nd half of the 2019-2021 state biennial budget. Funding is restricted to clients being served on active supervision, convicted of crimes related to Measure 57, and have a substance abuse disorder.

Significant Program Changes

**Last Year this program was:** FY 2020: 50012-20 Adult Residential Treatment Services

This program offer reflects reductions (general fund) in the following contracted services due to increased Oregon Health Care rates and operational alignment of provider claims processing; (1) \$380,850 alcohol & drug residential treatment (men and women) (2) \$4,200 in residential treatment for women.

In addition to general fund reductions, there is a decrease of \$22,206 in the M57 state funding for the men's and women's residential services.

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

**Executive Summary**

The Treatment First program is the next generation of diversion court. It builds on the established STOP (Sanction, Treatment, Opportunity, and Progress) drug court model and provides substance abuse treatment and community supervision. Treatment First utilizes validated risk and needs assessment tools, and provides separate tracks for individuals with differing risk and need levels. Adults charged with drug offenses are held accountable while receiving the opportunity for treatment. Those who successfully complete treatment and court requirements have their charges dismissed.

**Program Summary**

The Treatment First Program is a collaborative effort between DCJ, the courts, the DA's office, the public defender's office, local law enforcement, and community treatment providers. The program involves the use of validated risk and needs assessment tools and serves a mixed population of low risk/need and moderate-to-high risk/need individuals. The program provides quadrant levels and separate group treatment services to ensure low risk individuals are not attending group sessions with moderate and high risk individuals. Defendants with low risk and low needs will be assigned to a low risk supervision track. The Treatment First model reserves the STOP Court for the highest need, highest risk individuals while creating alternative tracks that match program design to individuals' needs and profiles. By creating multiple treatment tracks besides the STOP Court, the County is able to provide an appropriate system response to individuals who are non-addicted and/or low-risk.

DCJ's role in the Treatment First program is to assess and supervise individuals with evidence-based tools and practices, placing incoming justice-involved individuals (JIIs) in the level of supervision that research shows to be the most effective for their level of risk and specific alcohol/drug need. The Assessment Team consists of three (3) parole-probation officers who assess JIIs both in and out of custody, and work closely with the Court, DA's Office and Defense Bar during the early Court process. Individuals placed in STOP Court are supervised by a total of 3 PPOs. STOP serves adults charged with various drug-related offenses. Another component of the Treatment First program is Multnomah County's Drug Court, one of the oldest of its kind that collaborates with criminal justice partners to expedite the court process and offer drug treatment. The treatment component is facilitated by a contracted agency who works closely with the court to provide mental health and drug treatment, employment resources, housing referrals, mentoring, residential treatment referrals, and long-term follow-up services. PPOs support STOP court by offering supervision, sanctions, and 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.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of individuals served annually	763	1,350	1,350	1,350
Outcome	Percent of individuals convicted of a misd. or felony within 1 year of treatment admission date	29%	17%	25%	25%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$511,870	\$482,865	\$549,050	\$346,187
Contractual Services	\$935,129	\$82,660	\$975,263	\$148,138
Materials & Supplies	\$198	\$559	\$978	\$5,791
Internal Services	\$0	\$48,358	\$0	\$34,619
<b>Total GF/non-GF</b>	<b>\$1,447,197</b>	<b>\$614,442</b>	<b>\$1,525,291</b>	<b>\$534,735</b>
<b>Program Total:</b>	<b>\$2,061,639</b>		<b>\$2,060,026</b>	
<b>Program FTE</b>	3.82	3.18	3.82	2.18

Program Revenues				
Fees, Permits & Charges	\$0	\$1,172	\$0	\$0
Intergovernmental	\$0	\$613,270	\$0	\$534,735
<b>Total Revenue</b>	<b>\$0</b>	<b>\$614,442</b>	<b>\$0</b>	<b>\$534,735</b>

Explanation of Revenues

This program generates \$34,619 in indirect revenues. County General Fund specifically includes \$5,345 backfilled revenue for Supervision Fees. plus 1) \$534,735 from OR CJC STOP Court Grant Program to fund Multnomah County Sanctions Treatment Opportunities Progress (STOP) Drug Court to meet the needs of individuals charged with possession of a controlled substance. This is a 51% allocation for the 2nd half of the 2019-2021 state biennial budget.

Significant Program Changes

**Last Year this program was:** FY 2020: 50014-20 Adult Treatment First/STOP Drug Court

This program offer reflects a decrease of 1.00 FTE parole-probation officer that was cut during FY 2020. This position was previously funded by the State CJC STOP Court grant in the 2017-2019 biennium. In the 2019-2021 award this position is no longer funded by the grant.

Client Supervision Fees, per ORS 423.570, are eliminated in FY 2021 and backfilled in the amount of \$5,345 and 0.04 FTE in the General Fund.



<b>Department:</b>	Community Justice	<b>Program Contact:</b>	Jay Scroggin
<b>Program Offer Type:</b>	Existing Operating Program	<b>Program Offer Stage:</b>	As Adopted
<b>Related Programs:</b>	50014 - Adult Treatment First/STOP Drug Court		
<b>Program Characteristics:</b>	Backfill State/Federal/Grant		

### Executive Summary

Treatment First Parole and Probation Officers (PPOs) assess and supervise individuals with evidence-based tools and practices, placing incoming justice involved individuals (JIIs) in the level of supervision that research shows to be the most effective for their level of risk and specific alcohol/drug need. Restoration of this offer would allow for JIIs both in and out of custody to promptly receive Risk and Need assessments, and thus make timely recommendations for supervision and treatment needs.

### Program Summary

Treatment First PPO Assessors works closely with the Court, DA's Office and Defense Bar during the early Court process, and are an integral component of the Treatment First program. Evidence-based practices within Drug Courts emphasize the importance of assessing justice involved individuals (JIIs) in order to provide the best level of supervision to effectively reduce recidivism.

This Treatment First PPO Assessor position will primarily perform Risk and Need assessments for new justice involved individuals (JII) who have been charged with Possession of a Controlled Substance (PCS). The Risk and Need assessments are a crucial component of the Treatment First program, which constitutes the vast majority of all new incoming PCS cases. The ability to provide assessments early and quickly during the Court process can lower the amount of time the JII spends in custody, as well the amount of time to receive a referral to needed treatment.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of individuals served annually	376	660	660	660
Outcome	Percent of individuals convicted of a misd. or felony within 1 year of treatment admission date	29%	17%	25%	25%

### Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$129,546	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$129,546</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$129,546</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund backfilling reduction in SB 1145

Significant Program Changes

Last Year this program was:

This program offer adds 1.00 FTE parole-probation officer.

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

**Executive Summary**

Adult Services Management (ASM) provides leadership and direction for the supervision of approximately 11,500 justice-involved adults in the community annually. It is responsible for implementing evidence-based practices, managing risk, creating service standards, coordinating with public safety partners and ensuring the safety of department staff who supervise justice-involved adults.

**Program Summary**

Adult Services Division (ASD) managers are responsible for regulating policy, maintaining quality services and implementing evidence-based and core correctional practices that reduce crime. They partner with other public safety representatives and community stakeholders through the Local Public Safety Coordinating Council, Criminal Justice Advisory Council, Oregon Association of Community Corrections Directors, and Oregon Department of Corrections (DOC). This program offer supports critical oversight and leadership for our adult services staff to achieve reductions in recidivism.

DCJ's priority is to focus resources on the highest risk and highest need individuals. The Department is utilizing current and evidence based assessment tools that:

- 1) guide supervision by identifying criminogenic risk and need factors, and
- 2) help develop case plans that reduce risk to re-offend.

Rapport and relationship building, along with structured directions are key factors to reducing recidivism (Andrews & Bonta, 2006). In the coming year, ASD will continue to focus on maintaining evidence-based practices including specialized assessment tools and cognitive behavioral intervention programming, and utilizing case management strategies that provide individuals the opportunity to change by addressing factors which research has shown to reduce criminal behavior (National Institute of Corrections, 2017).

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of adults supervised annually	11,511	12,500	11,500	11,500
Outcome	Percent of adults convicted of misd. or felony within 1 year of supervision start date	18%	17%	18%	18%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,564,311	\$85,579	\$1,677,092	\$0
Contractual Services	\$88,810	\$4,703	\$77,202	\$0
Materials & Supplies	\$276,134	\$0	\$285,947	\$0
Internal Services	\$35,340	\$8,274	\$9,909	\$0
<b>Total GF/non-GF</b>	<b>\$1,964,595</b>	<b>\$98,556</b>	<b>\$2,050,150</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,063,151</b>		<b>\$2,050,150</b>	
<b>Program FTE</b>	8.75	0.47	9.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$61,311	\$0	\$0
Intergovernmental	\$0	\$37,245	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$98,556</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund specifically includes \$52,613 backfilled revenue for Supervision Fees.

Significant Program Changes

Last Year this program was: FY 2020: 50016-20 Adult Services Management

This program offer reflects a decrease of 0.22 FTE community justice program manager. This was an 18 month career enrichment opportunity for an employee with the Oregon Board of Parole & Post-Prison Supervision that ended in September 2019.

Client Supervision Fees, per ORS 423.570, are eliminated in FY 2021 and backfilled in the amount of \$52,613 and 0.28 FTE in the General Fund.

**Department:** Community Justice      **Program Contact:** Stuart Walker  
**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, Pretrial Services, 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 purchasing.

**Program Summary**

Adult Services Division (ASD) Support Services provides office support services for all parole and probation supervision programs, pretrial services, 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, responding to 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of work items processed by the unit	34,317	47,500	35,000	35,000
Outcome	Average Processing Time (days)	4	4	4	4
Output	Number of check-ins at a reception desk	72,277	80,000	75,000	105,000

**Performance Measures Descriptions**

Measure 3 Note: Opening the 2nd & 6th floor reception desks will result in multiple staff contacts with the same JII in a single visit to the building. Currently, of the clients that check in on the 1st floor, 20% are sent to the 2nd floor, 21% sent to the 6th floor. This would raise reception contacts approximately 40% overall.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,080,668	\$2,996,059	\$2,063,617	\$3,148,579
Contractual Services	\$28,021	\$1,654	\$75,340	\$0
Materials & Supplies	\$491,388	\$12,101	\$252,695	\$520
Internal Services	\$2,384,132	\$512,926	\$2,773,578	\$545,333
<b>Total GF/non-GF</b>	<b>\$4,984,209</b>	<b>\$3,522,740</b>	<b>\$5,165,230</b>	<b>\$3,694,432</b>
<b>Program Total:</b>	<b>\$8,506,949</b>		<b>\$8,859,662</b>	
<b>Program FTE</b>	23.00	30.00	21.00	31.00

Program Revenues				
Intergovernmental	\$0	\$3,522,740	\$0	\$3,694,432
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,522,740</b>	<b>\$0</b>	<b>\$3,694,432</b>

Explanation of Revenues

This program generates \$545,333 in indirect revenues.  
 County General Fund plus 1) \$3,694,432 from State Dept of Corrections (DOC) SB1145. Calculation based on awarded 2019-2021 biennial amount minus FY 2020 County midyear re-balance.

Significant Program Changes

**Last Year this program was:** FY 2020: 50017-20 Adult Support Services

This program offer reflects a net decrease of 1.00 FTE. During FY 2020, 1.00 FTE office assistant senior transferred to another DCJ program (refer # 50031) and 1.00 FTE program specialist was cut as part of the midyear State DOC SB1145 rebalance. In FY 2021, 1.00 FTE office assistant 2 is added.

Contractual services: security enhancements increased in the amount of \$50,000.

**Department:** Community Justice      **Program Contact:** Lisa Lewis  
**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 reoffend, and conducting interviews and assessments to determine release eligibility, the Recog and Pretrial units allow for scarce jail beds to be reserved for higher risk justice-involved adults.

**Program Summary**

The Recog unit is a 24/7 program housed at the Multnomah County Detention Center. 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 monitor 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 attend subsequent court hearings or whether they pose a safety risk. The results of these investigations are presented back to the Court when necessary. When the defendant is released under PSP supervision, the assigned case manager monitors the defendant's behavior and actions through office visits, telephone contacts, and in some instances, electronic and Global Positioning Software (GPS) monitoring.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of recog cases processed annually	29,834	28,000	30,000	30,000
Outcome	Percent of recog cases interviewed	32%	33%	32%	33%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,548,913	\$0	\$2,621,287	\$0
Contractual Services	\$10,842	\$0	\$10,842	\$0
Materials & Supplies	\$23,272	\$0	\$23,634	\$0
Internal Services	\$88,981	\$0	\$95,827	\$0
<b>Total GF/non-GF</b>	<b>\$2,672,008</b>	<b>\$0</b>	<b>\$2,751,590</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,672,008</b>		<b>\$2,751,590</b>	
<b>Program FTE</b>	21.00	0.00	21.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2020: 50018-20 Adult Pretrial Release Services Program (PRSP)





Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$105,302	\$0	\$108,978
Contractual Services	\$0	\$1,448	\$0	\$1,448
Internal Services	\$0	\$24,771	\$0	\$25,931
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$131,521</b>	<b>\$0</b>	<b>\$136,357</b>
<b>Program Total:</b>	<b>\$131,521</b>		<b>\$136,357</b>	
<b>Program FTE</b>	0.00	1.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$131,521	\$0	\$136,357
<b>Total Revenue</b>	<b>\$0</b>	<b>\$131,521</b>	<b>\$0</b>	<b>\$136,357</b>

Explanation of Revenues

This program generates \$18,875 in indirect revenues.  
 This program generates \$25,931 in indirect revenues.

\$136,357 from State Dept of Corrections (DOC) SB1145. Calculation based on awarded 2019-2021 biennial amount minus FY 2020 County midyear re-balance.

Significant Program Changes

Last Year this program was: FY 2020: 50019-20 Adult Local Control Release Unit



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$471,426	\$0	\$490,218
Contractual Services	\$0	\$2,000	\$0	\$2,000
Internal Services	\$0	\$80,708	\$0	\$84,906
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$554,134</b>	<b>\$0</b>	<b>\$577,124</b>
<b>Program Total:</b>	<b>\$554,134</b>		<b>\$577,124</b>	
<b>Program FTE</b>	0.00	3.00	0.00	3.00

Program Revenues				
Intergovernmental	\$0	\$554,134	\$0	\$577,124
<b>Total Revenue</b>	<b>\$0</b>	<b>\$554,134</b>	<b>\$0</b>	<b>\$577,124</b>

Explanation of Revenues

This program generates \$84,906 in indirect revenues.

1) \$577,124 - from State Dept of Corrections (DOC) SB1145. Calculation based on awarded 2019-2021 biennial amount minus FY 2020 County midyear re-balance. 2) Although DCJ has received funding from the State Board of Parole Hearings in past fiscal years, DCJ does not anticipate the funding to continue in FY 2021. In FY 2020, DCJ budgeted \$18,859 from the Parole Board that supported personnel costs.

Significant Program Changes

Last Year this program was: FY 2020: 50020-20 Adult Parole/Post Prison Violation Hearings

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

**Executive Summary**

The Assessment and Referral Center (ARC) combines in-custody interviews, intakes (post prison and probation), orientations, and specialized services, for individuals released from state and local custody. Enhanced transition services provided at the ARC reduce duplication of efforts and increase the amount of screenings, referrals, and re-entry services available when an individual begins supervision (Post-Prison or Probation). The Health Assessment Team ensures interventions addressing criminogenic factors and social determinants of health are delivered effectively.

**Program Summary**

The ARC staff meets with justice-involved individuals before and after their release from incarceration. These individuals are considered high risk to re-offend, and ARC determines which strategies and services are most appropriate to reduce the risk of recidivism. Tailored referrals and re-entry services reduce re-offending and increase engagement. Coordinated and immediate service delivery before and after release addresses the individual's needs and enables effective interventions targeting criminogenic factors.

ARC staff meet with the majority of justice-involved individuals prior to their release from prison (reach-in visits), reducing the abscond rate for post-prison releases. Reach-in sessions inform the development of appropriate supervision plans and serve to reduce or remove potential roadblocks to the individual's successful transition from custody to the community. Reach-in sessions occur with individuals in state custody, as well as in County jails and residential treatment facilities.

ARC actively works to build partnerships with community based services and organizations, as well as other Multnomah County departments to provide the continuum of care that is needed for recently released individuals, including housing, health assessments, treatment access, case coordination, and family engagement.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of probation and post prison intakes completed	2,798	2,800	3,000	3,000
Outcome	Percent of individuals that are not revoked during the first thirty days from their release from prison	97%	98%	97%	97%
Outcome	Percent of individuals who report as ordered during the first thirty days from their release from prison	94%	95%	95%	95%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$743,509	\$2,142,446	\$2,617,049	\$804,140
Contractual Services	\$262,512	\$1,167,137	\$262,512	\$1,163,373
Materials & Supplies	\$5,401	\$31,430	\$8,194	\$31,430
Internal Services	\$28,670	\$366,787	\$103,562	\$139,277
<b>Total GF/non-GF</b>	<b>\$1,040,092</b>	<b>\$3,707,800</b>	<b>\$2,991,317</b>	<b>\$2,138,220</b>
<b>Program Total:</b>	<b>\$4,747,892</b>		<b>\$5,129,537</b>	
<b>Program FTE</b>	5.98	16.02	19.50	5.50

Program Revenues				
Fees, Permits & Charges	\$0	\$7,267	\$0	\$0
Intergovernmental	\$0	\$3,700,533	\$0	\$2,138,220
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,707,800</b>	<b>\$0</b>	<b>\$2,138,220</b>

Explanation of Revenues

This program generates \$139,277 in indirect revenues. County General Fund specifically includes \$11,968 backfilled revenue for Supervision Fees. plus 1) \$2,066,467 from State Dept of Corrections (DOC) SB1145. Calculation based on awarded 2019-2021 biennial amount minus FY 2020 County midyear re-balance. 2) \$71,753 funding from DOC Subsidy/Inmate Welfare Fund (IWF). Presume FY 2020 funding at same level as FY 2019.

Significant Program Changes

**Last Year this program was:** FY 2020: 50021A-20 Assessment and Referral Center

This program reflects an increase of 3.00 FTE. During FY 2020, 1.00 FTE parole-probation officer transferred from another DCJ program (refer # 50025). In FY 2021, 1.00 FTE corrections counselor (funded by State DOC SB1145) and 1.00 FTE parole-probation officer (funded by General Fund) are added.

This program offer reflects 12.45 FTE backfilled with General Fund per the FY 2020 midyear State DOC SB1145 rebalance.

Client Supervision Fees, per ORS 423.570, are eliminated in FY 2021 and backfilled in the amount of \$11,968 and 0.07 FTE in the General Fund.

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

**Executive Summary**

ARC Transition Services staff meet with high risk individuals, before and after their release from custody, to determine which strategies and services are most appropriate to reduce the risk of recidivism. Results indicate that using client specific referrals and re-entry services, including housing placement, reduces recidivism and increases engagement. Coordinated, immediate service delivery, including post-release housing, addresses client needs.

**Program Summary**

Transition Services' mission is to end homelessness and maintain community safety. Their approach to this includes placing high risk, high need individuals directly into housing with supportive services immediately following their release from incarceration. This approach is consistent with the current Multnomah County plan to end homelessness by interrupting and/or circumventing the individual's entry to homelessness and risk for cycling in and out of incarceration.

Evidence-based practices clearly dictate the need to provide case management, access to healthcare, and safe and secure housing for justice-involved individuals (JIIs) releasing from jail, prison or residential treatment. Currently, there is capacity to provide short and long-term housing services for an average of 350 high-risk adults identified with behavioral or medical needs using several contracted agencies within our community. Providing housing to JIIs is cost effective. On average, the cost to house an individual is \$39.50 daily, as compared to \$150-170 per day to incarcerate an individual in jail or prison.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Average number of individuals housed monthly	350	350	350	350
Outcome	Average percentage of contracted beds utilized each month.	80%	80%	80%	80%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$3,149,375	\$0	\$3,365,350	\$0
<b>Total GF/non-GF</b>	<b>\$3,149,375</b>	<b>\$0</b>	<b>\$3,365,350</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,149,375</b>		<b>\$3,365,350</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund

Significant Program Changes

**Last Year this program was:** [FY 2020: 50021B-20 Assessment and Referral Center - Housing](#)

This program offer restored a FY 2020 contract reduction in the amount of \$97,021 within the alcohol and drug program. This service is needed to provide evaluation for people waiting in jail. In addition, there was a \$118,954 increase due to FY2020 COLA's issued to providers.



**Department:** Community Justice      **Program Contact:** Jay Scroggin  
**Program Offer Type:** Innovative/New Program      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Through this Pretrial Services Expansion, the new Flip the Script initiative and culturally specific funding, to expand services to Black/African Americans, exiting incarceration and/or people we want to support in Pre-Trial Release and/or Diversion to avoid incarceration.

**Program Summary**

Flip The Script (FTS) is a significant initiative led by Central City Concern (CCC) that aims to increase employment, secure permanent housing placements, and reduce recidivism among people of color exiting incarceration. Several studies found that Black/African American (AA) people are highly overrepresented in the criminal justice system, including in Oregon and Multnomah County. To better understand and address these disparities, the design included strong culturally specific components to serve Black/AA people exiting incarceration—including culturally specific employment, housing, and peer support services—as well as an exclusively Black/African American Advocacy Work Team.

The ultimate goals of FTS are to: 1. Reduce racial disparities in reentry service outcomes (employment, average income at exit, and obtaining housing where the program participant is rent responsible), 2. Engage Black/AA participants in advocacy to identify common struggles and needed system changes, 3. Reduce recidivism overall, and eliminate disparate rates of recidivism between racial and ethnic groups (using Oregon Department of Corrections (DOC) recidivism data over the first three years of FTS), and 4. Demonstrate a positive return on investment for the community.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of people enrolled in FTS	NEW	NEW	NEW	30
Outcome	Percent of FTS Participants accessing Employment and/or Benefit income at time of exit	NEW	NEW	NEW	50%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$180,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$180,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$180,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

General Fund

Significant Program Changes

Last Year this program was:

Expansion of services for pretrial clients and diversion for clients booked and released from Multnomah County Sheriff's Office (MCSO).

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

### Executive Summary

Justice Reinvestment is a statewide initiative that seeks to reduce prison growth while improving public safety by reducing spending on incarceration in order to reinvest savings in evidence-based strategies at the county level. The program has established a process to assess justice-involved individuals (JII) 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

Defendants facing a prison term who meet the eligibility requirements are identified by the District Attorney's Office. The Multnomah County Justice Reinvestment Program (MCJRP) 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; and additional staff at DCJ to carry out the program (assessment, report writing, and supervision). Additionally, 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 supervised in the community. This report is provided to the defense, prosecution, and court to aid them in making informed sentencing decisions. For those individuals who are sentenced to probation rather than prison, DCJ provides intensive supervision based on individualized case plans driven by risk assessments along with referrals to treatment and other community resources.

This program offer also supports the ongoing Reentry Enhancement Coordination program, an evidence-based addictions treatment program for people leaving prison, which includes treatment, housing, mentoring, parenting, and employment assistance. In 2017, MCJRP secured a supplemental grant through Criminal Justice Commission (CJC) which addresses special populations (young men of color, women and young JIIs) and second sentence programs. This additional funding provided a 0.50FTE victims advocate to the prosecution, a district attorney to review all probation violations to inform revocations, and two positions with the defense to support JII's accessing services and programs pre-adjudication, with a focus on young men of color. For women on supervision, two Community Health Specialists trained in providing gender-informed services and trauma-informed care work help the JIIs navigate the health and mental health systems, as well as other resources in the community. These specialists work in tandem with gender-responsive parole-probation officers.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of adults supervised annually	863	980	800	800
Outcome	Percent of adults who are not revoked within 1 year of supervision start date	86%	85%	85%	85%
Outcome	Percent of adults who are NOT convicted of a misd. or felony within 1 year of supervision start date	77%	81%	80%	80%

### Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$893,894	\$0	\$800,634
Contractual Services	\$0	\$2,474,252	\$0	\$2,300,571
Internal Services	\$0	\$65,212	\$0	\$54,193
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,433,358</b>	<b>\$0</b>	<b>\$3,155,398</b>
<b>Program Total:</b>	<b>\$3,433,358</b>		<b>\$3,155,398</b>	
<b>Program FTE</b>	0.00	4.63	0.00	5.52

Program Revenues				
Intergovernmental	\$0	\$3,269,001	\$0	\$3,155,398
Beginning Working Capital	\$0	\$164,357	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,433,358</b>	<b>\$0</b>	<b>\$3,155,398</b>

Explanation of Revenues

This program generates \$54,193 in indirect revenues.  
 \$3,155,398 from Oregon Criminal Justice Commission - Oregon Justice Reinvestment Grant Program (JRP). FY 2021 budget is the awarded 2019-2021 biennial amount minus County FY 2020 County midyear re-balance. JRP funding assists county to reduce prison populations, to reduce recidivism, to increase public safety, and to increase accountability of justice involved individuals.

Significant Program Changes

Last Year this program was: FY 2020: 50022-20 HB3194 Justice Reinvestment

This program offer reflects a net increase of 0.89 FTE. In FY 2020, 1.00 FTE parole-probation officer was cut as part of the State CJC HB3194 rebalance. In FY 2021 0.11 FTE community justice program manager transfers to another DCJ program (refer # 50023) and 2.00 FTE community health specialist 2 are added, which were previously limited duration.

**Department:** Community Justice      **Program Contact:** Stuart Walker  
**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 large number of high risk individuals and is still able to produce lower recidivism rates for these cases. The Reduced Supervision 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.

### Program Summary

In 2020, reorganization of our unit structure will lead to this offer including all justice-involved adults supervised at the DCJ West campus. Thus this offer will increase significantly in size, as it changes to include justice-involved adults from the former Reduced Supervision Team (RST) unit.

High risk supervision uses evidence-based strategies to supervise high-risk individuals on probation and parole. DCJ utilizes the Level of Service/Case Management Inventory (LS/CMI), the Women’s Risk Need Assessment (WRNA) and the Public Safety Checklist (PSC) assessment tools to measure the risks and needs of adults. The LS/CMI is also a fully functioning case management tool that provides a summary of the individual’s static and dynamic criminogenic risk and need factors, as well as special responsivity considerations to be deployed during supervision. The WRNA is a gender responsive risk assessment created with justice-involved women’s social and psychological needs in mind. The PSC provides a quick, objective, validated assessment of the probability an individual will be re-convicted of a felony or rearrested for a person or property offense based on specific characteristics.

DCJ continues to use Effective Practices in Community Supervision (EPICS), 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 reinforce 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.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of high risk adults supervised annually in West Program	1,056	1,000	2,000	2,000
Outcome	Percent of adults who are convicted of a misd. or felony within 1 year of supervision start date	19%	20%	15%	15%

### Performance Measures Descriptions

Measure 1 Note: In 2020, reorganization of the unit structure will lead to this program offer including all justice involved adults supervised at the DCJ West campus. Thus, this offer will increase significantly in size, as it changes to include justice involved adults from the former casebank unit.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,765,126	\$1,953,017	\$2,518,965	\$2,163,131
Contractual Services	\$22,318	\$47,273	\$22,318	\$29,900
Materials & Supplies	\$497	\$0	\$1,730	\$0
Internal Services	\$0	\$334,355	\$0	\$374,654
<b>Total GF/non-GF</b>	<b>\$1,787,941</b>	<b>\$2,334,645</b>	<b>\$2,543,013</b>	<b>\$2,567,685</b>
<b>Program Total:</b>	<b>\$4,122,586</b>		<b>\$5,110,698</b>	
<b>Program FTE</b>	11.51	14.86	16.05	15.43

Program Revenues				
Fees, Permits & Charges	\$0	\$446,579	\$0	\$0
Intergovernmental	\$0	\$1,888,066	\$0	\$2,567,685
Other / Miscellaneous	\$315,056	\$0	\$324,233	\$0
<b>Total Revenue</b>	<b>\$315,056</b>	<b>\$2,334,645</b>	<b>\$324,233</b>	<b>\$2,567,685</b>

Explanation of Revenues

This program generates \$374,654 in indirect revenues. County General Fund specifically includes \$466,434 backfilled revenue for Supervision Fees and \$324,233 from Circuit Court Jail Assessments per ORS 137.308 deposited into the general fund. Historically, fees for the Criminal Fine Account (CFA) are collected by Multnomah County Circuit Court per ORS 137.309. DCJ receives 60% and MCSO 40% of the monies collected per ORS 137.308. Plus 1) \$1,997,631 from State Dept of Corrections (DOC) SB1145. Calculation based on awarded 2019-2021 biennial amount minus FY 2020 County midyear re-balance. 2) \$570,054 from State Department of Corrections (DOC) M57 funding. This is a 51% allocation for the 2nd half of the 2019-2021 state biennial budget. Funding restricted to clients being served on active supervision, convicted of crimes related to Measure 57, and have a substance abuse disorder.

Significant Program Changes

Last Year this program was: FY 2020: 50023-20 Adult Field Generic Supervision High Risk-West

This program offer reflects a net increase of 5.11 FTE. During FY 2020, 1.00 FTE parole-probation officer was cut as part of the midyear State DOC SB1145 rebalance. In both FY 2020 and FY 2021, a net 6.11 FTE was added for positions that transferred to/from other DCJ programs (refer # 50022, 50030, and 50033). In FY 2021, 0.11 FTE community justice program manager is backfilled with General Fund. In FY 2020, this FTE was funded by State CJC HB3194 in program offer # 50022.

Client Supervision Fees, per ORS 423.570, are eliminated in FY 2021 and backfilled in the amount of \$466,434 and 2.69 FTE in the General Fund.

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

**Executive Summary**

The Mental Health Unit (MHU) provides supervision services for probation, parole, and post-prison individuals who have been diagnosed with a severe and persistent mental illness. MHU works in collaboration with a variety of community partners including but not limited to the Sheriff’s Office, the Courts, Mental Health and Addiction Services, the Local Public Safety Coordinating Committee (LPSCC), Oregon Department of Corrections (DOC), Portland Police, treatment providers, and community groups that work with this population.

**Program Summary**

The Mental Health Unit (MHU) works to divert justice-involved adults with severe mental illness from incarceration and hospitalizations. By providing these individuals with individualized community-based treatment and case management with supervision from specially trained parole-probation officers (PPOs), MHU increases community safety and minimizes individuals' contact with the criminal justice system. The goal of MHU is to reduce recidivism, enhance community safety, and to support the mentally ill client in achieving long term stabilization and improved functioning.

MHU 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 an improved 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 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of adults served annually	532	450	525	525
Outcome	Percent of adults convicted of misd. or felony within 1 year of supervision start date	34%	25%	30%	30%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,450,987	\$0	\$1,627,053	\$0
Contractual Services	\$1,040,849	\$0	\$1,390,222	\$275,301
Materials & Supplies	\$0	\$0	\$0	\$66,327
<b>Total GF/non-GF</b>	<b>\$2,491,836</b>	<b>\$0</b>	<b>\$3,017,275</b>	<b>\$341,628</b>
<b>Program Total:</b>	<b>\$2,491,836</b>		<b>\$3,358,903</b>	
<b>Program FTE</b>	11.00	0.00	11.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$341,628
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$341,628</b>

Explanation of Revenues

County General Fund plus \$341,628 from Oregon Criminal Justice Commission, Specialty Court grant program. Funding is to support Multnomah County Mental Health Court to reduce criminal activity committed by adults suffering from a qualifying mental health diagnosis with the goal of providing opportunity and diverting justice involved individuals from prison. Award 07/01/2019 - 06/30/2021. This is a 51% allocation for the 2nd half of the 2019-2021 state biennial budget.

Significant Program Changes

**Last Year this program was:** FY 2020: 50024-20 Adult Mental Health Unit - Supervision and Treatment

Count general fund contractual services: This program offer was increased by \$358,616 in order to meet the needs of justice-involved adults with dual diagnosis. Services for this population are needed and this will provide additional housing options within the community. Funding for these services were previously reduced in the FY2020 budget.

Due to our grant award, contractual services and materials / supplies were increased and will be used to support treatment services and supplies.



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

**Executive Summary**

The Sex Offense Supervision and Treatment program is a critical public safety function that provides oversight for the comprehensive supervision, treatment, and management of approximately 675 adults convicted of sex offenses annually within Multnomah County. The priorities of this unit are to increase community safety, decrease sexual victimization, and reduce recidivism. This program achieves these goals through evidence-based supervision strategies combined with sexual offense specific treatment practices.

**Program Summary**

Evidence-based supervision of individuals convicted of sex offenses is conducted by certified Sex Offense Specialist parole-probation officers (PPO). High and medium risk individuals are supervised in one field office. Individuals identified as lower risk to sexually re-offend are assigned to the Sex Offense Reduced Supervision Caseload (program offer 50037) after a period of documented compliance.

This program requires individuals convicted of sexual offenses to participate in a comprehensive evaluation, sexual offense specific treatment, and ongoing evaluation of risk provided by approved community treatment providers. Polygraph examinations are required for monitoring compliance with treatment expectations and supervision conditions.

This program has a direct impact on community safety and maintains high standards for accountability. Research has shown individuals who successfully participate in sexual offense specific treatment are less likely to re-offend than those who fail to participate in treatment (Craig et al., 2003; Hanson et al., 2009; Lovins et al., 2009; McGrath et al., 2003). Sexual and general recidivism rates of treated individuals convicted of sexual offenses has also been shown to be lower than recidivism rates of untreated individuals convicted of sex offenses (Looman et al 2000; Hanson et al 2002). The use of polygraph examinations is invaluable in the management and treatment of individuals convicted of sex offenses due to the information gained through the examination process. Furthermore, the use of polygraph examinations is also associated with a decline in recidivism rates (Cole, 2006; Edson et al., 2007; English et al., 2000; Krueger, 2009).

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of adults served annually	673	800	675	675
Outcome	Percent of adults convicted of a misd. or felony within 1 year of supervision start date	9%	10%	10%	10%
Outcome	Percent of adults convicted of a new sex-offense misd. or felony within 1 year of supervision start date	1%	1%	1%	1%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,692,565	\$113,136	\$1,506,727
Contractual Services	\$356,497	\$5,599	\$339,278	\$2,500
Materials & Supplies	\$0	\$15,025	\$0	\$15,025
Internal Services	\$0	\$289,768	\$0	\$260,965
<b>Total GF/non-GF</b>	<b>\$356,497</b>	<b>\$2,002,957</b>	<b>\$452,414</b>	<b>\$1,785,217</b>
<b>Program Total:</b>	<b>\$2,359,454</b>		<b>\$2,237,631</b>	
<b>Program FTE</b>	0.00	12.00	0.60	10.40

Program Revenues				
Fees, Permits & Charges	\$0	\$121,085	\$0	\$0
Intergovernmental	\$0	\$1,881,872	\$0	\$1,785,217
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,002,957</b>	<b>\$0</b>	<b>\$1,785,217</b>

Explanation of Revenues

This program generates \$260,965 in indirect revenues. County General Fund specifically includes \$144,931 backfilled revenue for Supervision Fees. In addition to 1) \$1,742,907 from State Dept of Corrections (DOC) SB1145. Calculation based on awarded 2019-2021 biennial amount minus FY 2020 County midyear re-balance. 2) \$42,310 from State Dept of Corrections (DOC) SVDO. Funding is for supervising Sexually Violent Dangerous Offender (SVDO). Presume level of funding for FY 2020 continue through FY 2021.

Significant Program Changes

Last Year this program was: FY 2020: 50025-20 Adult Sex Offense Supervision & Treatment

This program offer reflects a decrease of 1.00 FTE parole-probation officer that transferred to another DCJ program during FY 2020 (refer # 50021A).

Client Supervision Fees, per ORS 423.570, are eliminated in FY 2021 and backfilled in the amount of \$144,931 and 0.60 FTE in the General Fund.

**Department:** Community Justice      **Program Contact:** Denise Pena  
**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, 88% of 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 (National Institute of Corrections, 2017).

The Domestic Violence Deferred Sentencing Program (DSP) is in Program Offer 50036.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of adults served annually	1,194	1,250	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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,073,930	\$1,158,155	\$1,276,711	\$1,292,234
Contractual Services	\$0	\$105,528	\$0	\$100,607
Materials & Supplies	\$350	\$100	\$2,230	\$0
Internal Services	\$82	\$198,277	\$0	\$223,814
<b>Total GF/non-GF</b>	<b>\$1,074,362</b>	<b>\$1,462,060</b>	<b>\$1,278,941</b>	<b>\$1,616,655</b>
<b>Program Total:</b>	<b>\$2,536,422</b>		<b>\$2,895,596</b>	
<b>Program FTE</b>	8.52	7.48	9.00	8.00

Program Revenues				
Fees, Permits & Charges	\$0	\$113,562	\$0	\$0
Intergovernmental	\$0	\$1,348,498	\$0	\$1,616,655
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,462,060</b>	<b>\$0</b>	<b>\$1,616,655</b>

Explanation of Revenues

This program generates \$223,814 in indirect revenues. County General Fund specifically includes \$112,483 backfilled revenue for Supervision Fees. In addition to 1) \$1,598,006 from State Dept of Corrections (DOC) SB1145. Calculation based on awarded 2019-2021 biennial amount minus FY 2020 County midyear re-balance. 2) \$18,649 from FBI Forensics Lab for one Parole and Probation Officer (PPO) position overtime costs. This is an open ended award.

Significant Program Changes

**Last Year this program was:** FY 2020: 50026-20 Adult Domestic Violence Supervision

This program offer reflects an increase of 1.00 FTE parole-probation officer that transferred from another DCJ program during FY 2020 (refer # 50033).

Client Supervision Fees, per ORS 423.570, are eliminated in FY 2021 and backfilled in the amount of \$112,483 and 0.46 FTE in the General Fund.

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

**Executive Summary**

The Women & Family Services Unit (WFSU) supervises approximately 850 justice-involved adults annually, most of whom identify as female. 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), WFSU protects children and works to break the cycle of cross-generational antisocial behavior and crime.

**Program Summary**

WFSU approaches supervision through a multi-disciplinary team effort. WFSU works closely with staff from Child Welfare, Self Sufficiency, Health Services, the Juvenile Services Division, and mental health agencies. WFSU emphasizes collaboration with other agencies for case planning, resource allocation, and efficient service delivery to address dynamics that place an entire family at risk. WFSU utilizes the Women's Risk Need Assessment (WRNA) to appropriately assess each woman's actual risk and need areas. This tool allows WFSU staff to be more effective with cognitive behavioral interventions, as well as treatment and service referrals. The Family Support project, a community-based component, reduces recidivism through accountability, education and training, prioritization of self-sufficiency and child welfare, and facilitating access to necessary treatment or counseling. WFSU's approach strengthens the family's resistance to future involvement in the criminal justice system and successfully defrays long-term costs associated with inter-generational criminal activity.

House Bill 3503 established the Family Sentencing Alternative Pilot (FSAP) Program. This program is included in the Women & Family Services Unit, which diverts qualified justice-involved adults who have custody of a minor child at the time of the offense or are pregnant at the time of sentencing from prison to probation. The intent of this program is to promote reunification of families, prevent children from entering the foster care system, and holding individuals accountable, while utilizing wrap around services, with a primary focus on parenting. WFSU has 4 staff dedicated to working with clients who are either pregnant, parenting, or attempting to parent their children, through the Department of Human Services involvement. The rest of WFSU staff focus on women involved in the criminal justice system, who are not parenting, the majority due to termination of parental rights through the court system.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of adults served annually	856	520	850	850
Outcome	Percent of adults convicted of a misd. or felony within 1 year of supervision start date	15%	15%	15%	15%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,063,296	\$307,429	\$2,234,395	\$322,890
Contractual Services	\$40,339	\$1,245,880	\$40,339	\$423,159
Materials & Supplies	\$14,044	\$5,504	\$14,115	\$3,696
Internal Services	\$145,051	\$52,632	\$206,645	\$55,924
<b>Total GF/non-GF</b>	<b>\$2,262,730</b>	<b>\$1,611,445</b>	<b>\$2,495,494</b>	<b>\$805,669</b>
<b>Program Total:</b>	<b>\$3,874,175</b>		<b>\$3,301,163</b>	
<b>Program FTE</b>	13.98	3.02	15.00	3.00

Program Revenues				
Fees, Permits & Charges	\$0	\$9,985	\$0	\$0
Intergovernmental	\$0	\$667,836	\$0	\$805,669
Beginning Working Capital	\$0	\$933,624	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,611,445</b>	<b>\$0</b>	<b>\$805,669</b>

Explanation of Revenues

This program generates \$55,924 in indirect revenues. County General Fund specifically includes \$25,382 backfilled revenue for Supervision Fees. In addition to 1) \$280,598 from the state HB3503 Family Sentencing Alternative Program grant. Award 07/01/2019 - 06/30/2021. Funding is promoting family reunification, preventing children from entering foster care, and holding justice involved individuals accountable. 2) \$336,651 is partial allocation from US DOJ BJA SMART Reentry grant. Award 10/01/2017 - 09/30/2020. FY 2021 includes a no-cost extension in FY 2021. The grant focuses on evidence-based strategies for successful reentry from incarceration to the community. 3) \$188,420 from MacArthur Foundation. Award 10/01/2017 - 09/30/2019 with an approved no-cost extension to 11/30/2020. Funding focuses on the Safety + Justice Challenge to ensure access to jail alternatives for women with mental health issues. These funds will be used to fund the first quarter for the Diane Wade House.

Significant Program Changes

Last Year this program was: FY 2020: 50027-20 Adult Women & Family Services Unit

This program offer adds 1.00 FTE community health specialist 2 in FY 2021.

Contractual services: these funds are reduced due to the MacArthur grant ending in September 2020. A request for on-going General Fund has been requested in program offer 50027B.

Client Supervision Fees, per ORS 423.570, are eliminated in FY 2021 and backfilled in the amount of \$25,382 and 0.13 FTE in the General Fund.

**Department:** Community Justice      **Program Contact:** Denise Pena  
**Program Offer Type:** Innovative/New Program      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:** Backfill State/Federal/Grant

**Executive Summary**

Multnomah County received a \$2 million grant from the John D. And Catherine T. MacArthur Foundation in October 2017 to reduce disparities and unnecessary incarceration by supporting mental health and addiction programs. In April 2019 the Diane Wade House, an Afrocentric transitional house for justice-involved women, officially opened and currently has the capacity to provide housing and culturally responsive services and peer support to 38 women.

**Program Summary**

The Diane Wade House provides gender-responsive, trauma-informed services that are also Afrocentric. The goal is to provide short term supportive housing and services to justice-involved African American and Black women. This is often an overlooked population who spend more time in jail than necessary because of the lack of appropriate services.

Residents have access to culturally specific stabilization and support services. The house also provides residential and day treatment for justice-involved women with mental health challenges (with a focus on women of color), offering intensive wraparound services that are culturally-specific and trauma-informed.

The MacArthur grant funding is ending in September 2020. Discussions with Multnomah County public safety partners have indicated a desire to continue this important program. The Department will continue to look at improvements and changes as this program evolves.

This program offer provides ongoing funding. It ensures the Diane Wade House continues to deliver needed services and programming that will positively impact the African American women involved in the criminal justice system.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of women served annually	28	NEW	60	60
Outcome	Percent of adults convicted of a misd. or felony within 1 year of supervision start date	NEW	NEW	15%	15%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$546,920	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$546,920</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$546,920</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was:

MC public safety partners prioritized the development of housing and treatment for African American women through the MacArthur Foundation Grant. Grant funding ends September 2020 and this program offer will fund the balance through the end of FY2021 (9 months).



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

### Executive Summary

Electronic Monitoring (EM) allows staff to monitor the activities of pre- and post-adjudicated individuals in the community through house arrest, curfew monitoring, alcohol consumption monitoring, or the monitoring of an individual's movement in the community. Utilizing EM and Global Positioning Software (GPS) technology to monitor the movements of justice-involved adults within the community has proven to be a reliable, cost-effective way to sanction individuals and reinforce public safety and the safety of victims.

### Program Summary

EM technologies are useful case management tools that allow for a broader range of responses to non-conformance and an alternative to more expensive incarceration during pre-adjudication and post-conviction. EM allows parole-probation officers (PPO) to know where high risk justice-involved adults are located at any given time. This alternative sanction expands supervision sentencing options for judges and creates cost-effective client management by having the individual pay a portion of the equipment costs (based upon subsidy eligibility). Current data indicate most defendants and justice-involved adults on EM complete their obligation successfully. Last year, DCJ clients were on EM, saving the county more than 45,000 jail bed days.

This use of EM technology further allows an individual the ability to maintain employment and continue participation in treatment groups. The EM Program is staffed by Correction Technicians (CTs) and provides case management assistance to PPOs by installing the bracelets, monitoring compliance, responding to program violations and communicating violations to PPOs, and maintaining an EM database.

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

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of adults served	1,243	1,200	1,250	1,250
Outcome	Number of jail beds saved	45,723	55,000	45,000	45,000

### Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$184,454	\$111,185	\$199,032	\$115,200
Contractual Services	\$332,000	\$0	\$332,000	\$0
Materials & Supplies	\$0	\$0	\$20,000	\$0
Internal Services	\$0	\$19,035	\$0	\$19,953
<b>Total GF/non-GF</b>	<b>\$516,454</b>	<b>\$130,220</b>	<b>\$551,032</b>	<b>\$135,153</b>
<b>Program Total:</b>	<b>\$646,674</b>		<b>\$686,185</b>	
<b>Program FTE</b>	2.00	1.00	2.00	1.00

Program Revenues				
Intergovernmental	\$0	\$130,220	\$0	\$135,153
<b>Total Revenue</b>	<b>\$0</b>	<b>\$130,220</b>	<b>\$0</b>	<b>\$135,153</b>

Explanation of Revenues

This program generates \$19,953 in indirect revenues. County General Fund plus 1) \$135,153 from State Dept of Corrections (DOC) SB1145. Calculation based on awarded 2019 -2021 biennial amount minus FY 2020 County midyear re-balance.

Significant Program Changes

Last Year this program was: FY 2020: 50029-20 Adult Electronic Monitoring

Materials and supplies: This program offer includes an increase of \$20,000 in supplies for lost/stolen electronic devices.

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

### Executive Summary

Many property offenses are motivated by dependence on substance use. The START (Success through Accountability, Restitution and Treatment) program adheres to nationally recognized key components of a specialty drug court to address addiction and hold participants accountable. In an attempt to decrease additional felony convictions and hold people accountable, both the Oregon 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

The Department of Community Justice (DCJ) is committed to a drug court model, engaging a multi-disciplinary team to promote positive outcomes for participants and the community. Intensive supervision, close working partnerships with treatment agencies, and frequent court monitoring ensure comprehensive services and accountability for individuals enrolled in the program.

The START court program adheres to key components of specialty drug courts to address addiction and criminogenic risk factors effectively. The START court program provides alternative sentencing for downward dispositional cases, and focuses on high risk and high need justice-involved individuals. Comprehensive wrap-around services provided by a variety of stakeholders (Multnomah County Judges, the Multnomah County Sheriff's Office, the District Attorney's Office and defense attorneys, community partners, and DCJ) collaborate to deliver evidence-based practices that produce positive outcomes. Referrals to the START Court program are filtered through the Multnomah County Justice Reinvestment Program (MCJRP), providing informed sentencing, and is one option for eligible MCJRP cases.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of adults in START Court served each year in supervision	251	200	250	250
Outcome	Percent of adults in START Court NOT convicted of a misdemeanor or felony within 1 year of supervision start	79%	75%	80%	80%
Output	Number of adults referred to medically assisted treatment	40	40	40	40

### Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$470,772	\$400,368	\$658,015	\$320,496
Contractual Services	\$100,501	\$911,010	\$99,666	\$580,564
Materials & Supplies	\$1,963	\$33,530	\$1,963	\$12,925
Internal Services	\$0	\$40,998	\$0	\$32,049
<b>Total GF/non-GF</b>	<b>\$573,236</b>	<b>\$1,385,906</b>	<b>\$759,644</b>	<b>\$946,034</b>
<b>Program Total:</b>	<b>\$1,959,142</b>		<b>\$1,705,678</b>	
<b>Program FTE</b>	3.44	3.56	4.50	2.50

Program Revenues				
Fees, Permits & Charges	\$0	\$4,951	\$0	\$0
Intergovernmental	\$0	\$1,380,955	\$0	\$946,034
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,385,906</b>	<b>\$0</b>	<b>\$946,034</b>

Explanation of Revenues

This program generates \$32,049 in indirect revenues. County General Fund specifically includes \$5,429 backfilled revenue for Supervision Fees. In addition to 1) \$772,352 - State Criminal Justice Commission START Court. Award 07/01/19 - 06/30/21. Success through Accountability, Restitution and Treatment (START) is an intensive drug court for high risk/high need property crime offenders with the goal of diverting them from prison. 2) \$173,682 is partial allocation from SAMHSA Treatment Drug Courts, US Dept. of HHS to expand and/or enhance substance use disorder treatment services. Award 09/30/2017 - 09/29/2020. FY 2021 budget is comprised of a no-cost extension in FY 2021.

Significant Program Changes

Last Year this program was: FY 2020: 50030-20 Adult START Court Program

During FY 2020, 1.00 FTE corrections technician was cut. In the previous biennium this FTE was funded by the State CJC START Court grant. The 2019-2021 biennial grant award did not fund this FTE. Also during FY 2020, 1.00 FTE parole-probation officer transferred from another DCJ program (refer # 50023). In FY 2021, 0.05 FTE community justice program manager is backfilled with General Fund. This FTE was previously funded by the US Dept. of HHS SAMHSA Treatment Drug Courts grant. Overall there is a net zero impact to FTE in this program offer. Due to a reduction in grant funding, the contractual services and materials & supplies expenses are reduced. Client Supervision Fees, per ORS 423.570, are eliminated in FY 2021 and backfilled in the amount of \$5,429 and 0.03 FTE in the General Fund.

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

**Executive Summary**

The Adult Community Service Program (CS) provides an effective, cost-efficient sentence / sanction that is available to the Courts and parole-probation officers (PPO). CS promotes public safety by engaging justice-involved individuals in pro-social occupation of their time, as well as teaching pro-social skills and promoting anti-criminal thinking patterns. CS assists individuals with their court mandated obligations of community service work, and provides sanctioning services to individuals on bench probation, formal probation and post-prison supervision.

**Program Summary**

Community Service provides the Courts and parole-probation officers with a cost-effective method of holding individuals accountable while providing reparations for the community. Individuals are referred to Community Service by PPOs and by the Courts for both Bench and Formal Supervision. Courts sentence adults to Community Service as a condition of probation and PPOs can sanction individuals to complete Community Service as a consequence of a supervision violation. Many non-profit community organizations use individuals in this program for non-paid work. Along with being an alternative sanction to jail, Community Service also provides clients the chance to give back by improving the livability of the community through the work that is accomplished in this program.

In addition to alternative sanctions and allowing individuals the opportunity to give back to the community, Community Service also allows individuals to pay back victims of crimes by them earning money with the Restitution Work Crew program. This program will ensure individual accountability to pay back the victims of their crimes.

The Juvenile CS program has two components: Community Service and Project Payback. Youth do landscaping work and litter clean-up in much needed areas. The Juvenile Community Service/Project Payback Program provides youth with the ability to fulfill their Court mandated obligation while earning money to pay their court-ordered restitution. Over the past year, the Juvenile CS crews worked more than 7,000 hours in the community and paid approximately nearly \$50,000 in payments to the Court and individual victims for restitution. Both Community Service and Project Payback provide youth with a pro-social activity while teaching valuable skills. Youth learn landscaping techniques, hand/power tool use and maintenance, and how to safely and efficiently accomplish tasks.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of adults served	1,077	1,200	1,100	1,100
Outcome	Percent of cases completing community service hours successfully	68%	60%	68%	68%
Output	Number of hours juvenile crews worked in the community	7,587	8,000	7,600	7,600
Outcome	Restitution payments made by juveniles participating in work crews	\$49,522	\$47,000	\$50,000	\$50,000

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,087,640	\$122,120	\$1,240,867	\$107,914
Contractual Services	\$22,293	\$106,476	\$26,993	\$107,424
Materials & Supplies	\$45,712	\$0	\$43,137	\$0
Internal Services	\$110,924	\$20,908	\$112,115	\$18,691
<b>Total GF/non-GF</b>	<b>\$1,266,569</b>	<b>\$249,504</b>	<b>\$1,423,112</b>	<b>\$234,029</b>
<b>Program Total:</b>	<b>\$1,516,073</b>		<b>\$1,657,141</b>	
<b>Program FTE</b>	9.33	0.67	10.45	0.55

Program Revenues				
Fees, Permits & Charges	\$0	\$14,384	\$0	\$0
Intergovernmental	\$12,000	\$235,120	\$19,700	\$234,029
Other / Miscellaneous	\$3,000	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$15,000</b>	<b>\$249,504</b>	<b>\$19,700</b>	<b>\$234,029</b>

Explanation of Revenues

This program generates \$18,691 in indirect revenues. County General Fund specifically includes \$7,812 backfilled revenue for Supervision Fees, \$15,000 (audits) and \$4,700 (Youth) in revenue collected from various government agencies who perform community services deposited into the general fund and passed through to victims for restitution. Budget based on average of prior 3 years actual. Plus 1) \$41,200 - IGA with PDX Water Bureau for general heavy brushing and cleanup work. Anticipating FY 2021 funding same as FY 2020. IGA 07/01/19 - 06/30/24. 2) \$85,405 - IGA with PDX Parks & Recreation. IGA ends 06/30/21. Funding supports Alternative Community Service (ACS) crew leaders to work in city sites. 3) \$75,000 - IGA with PDX Water Bureau. IGA ends 06/30/2021. Youths in Project Payback program perform outdoor maintenance and landscape to city sites. 4) \$32,424 - IGA with Metro ends 06/30/20. Anticipating FY 2021 funding same as FY 2020. Youths in the program provide twice weekly litter pick-up in metro sites.

Significant Program Changes

Last Year this program was: FY 2020: 50031-20 Community Service

This program offer reflects an increase of 1.00 FTE office assistant senior that transferred from another DCJ program during FY 2020 (refer # 50017).

Client Supervision Fees, per ORS 423.570, are eliminated in FY 2021 and backfilled in the amount of \$7,812 and 0.03 FTE in the General Fund.

**Department:** Community Justice      **Program Contact:** Denise Pena  
**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. DCJ is committed to addressing systemic racism that creates unnecessary barriers for Black community members. Lack of education, employment experience, and supportive housing coupled with returning to communities that may present some of the same anti-social influences have a negative impact on successful re-entry into the community.

### Program Summary

This program addresses the needs of African American men and women and gang involved adults. 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 in the areas of education, employment, culturally responsive 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. Cognitive interventions follow the Habilitation Empowerment Accountability Therapy (HEAT) curriculum, a culturally responsive cognitive behavioral intervention program designed to reflect and address the unique experiences and needs of participants, respectively.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of adults served annually	528	520	525	525
Outcome	Percent of adults convicted of a misd. or felony within 1 year of supervision start date	17%	17%	15%	15%

### Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$164,450	\$1,317,994	\$277,648	\$1,354,903
Contractual Services	\$674,779	\$203,390	\$672,618	\$227,131
Materials & Supplies	\$6,076	\$10,650	\$4,576	\$7,650
Internal Services	\$6,532	\$225,641	\$6,669	\$234,670
<b>Total GF/non-GF</b>	<b>\$851,837</b>	<b>\$1,757,675</b>	<b>\$961,511</b>	<b>\$1,824,354</b>
<b>Program Total:</b>	<b>\$2,609,512</b>		<b>\$2,785,865</b>	
<b>Program FTE</b>	1.00	9.00	2.00	9.00

Program Revenues				
Intergovernmental	\$0	\$1,757,675	\$0	\$1,824,354
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,757,675</b>	<b>\$0</b>	<b>\$1,824,354</b>

Explanation of Revenues

This program generates \$234,670 in indirect revenues. County General Fund plus 1) \$1,604,213 from State Dept of Corrections (DOC) SB1145. Calculation based on awarded 2019-2021 biennial amount minus FY 2020 County midyear re-balance. 2) \$220,141 from US DOJ BJA for Innovations in Supervision Initiative grant. Funding is to reduce violent recidivism rate for African American males with convictions for violent crimes by refining and expanding the use of the Habitation, Empowerment, Accountability Therapy (HEAT) curriculum. Award 10/01/2018 - 9/30/2021.

Significant Program Changes

**Last Year this program was:** FY 2020: 50032-20 Adult Gang and African American Program

This program offer reflects an increase of 1.00 FTE corrections counselor that transferred from the Change Center during FY 2020 (refer # 50028). The Change Center closed during FY 2020 as part of the midyear State DOC SB1145 rebalance.



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

**Executive Summary**

The Department of Community Justice (DCJ) East Campus houses several important supervision programs. 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. The Monitored Misdemeanor Program (MMP) promotes public safety by monitoring and supervising justice-involved adults on bench probation who have been convicted of Driving Under the Influence of Intoxicants (DUII).

**Program Summary**

High Risk Supervision uses research-based strategies to supervise high-risk individuals on probation and parole. DCJ utilizes three evidence-based assessment tools. The LS/CMI provides a summary of the individual's static and dynamic criminogenic risk and need factors, as well as special responsivity considerations to be deployed during supervision. The WRNA is a gender-responsive risk assessment created with justice-involved women's social and psychological needs in mind. 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 Community Supervision (EPICS) as an evidence-based case management model. With EPICS, parole-probation officers (PPOs) reinforce 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. 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. Implementing effective supervision practices has contributed to lower recidivism rates as compared to the Statewide average. MMP is instrumental in holding bench probation clients accountable. The Formally Supervised Misdemeanor Program (FSMP) provides similarly effective supervision to those whose probation is overseen by the Department of Corrections. The Reduced Supervision 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.

In 2020, reorganization of our unit structure will lead to this offer including all justice-involved adults supervised at the DCJ East campus. Thus this offer will increase significantly in size, as it changes to include justice-involved adults from both misdemeanor DUII units (MMP and FSMP) and the former Reduced Supervision Team (RST) unit.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of high risk adults supervised annually in East Program	1,513	1,700	4,500	4,500
Outcome	Percent of adults who are convicted of a misd. or felony within 1 year of supervision start date	15%	15%	10%	10%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,254,506	\$2,706,832	\$1,786,226	\$1,512,936
Contractual Services	\$32,631	\$4,114	\$1,208	\$410,541
Materials & Supplies	\$1,248	\$3,216	\$1,248	\$9,378
Internal Services	\$178,409	\$463,408	\$179,581	\$262,041
<b>Total GF/non-GF</b>	<b>\$2,466,794</b>	<b>\$3,177,570</b>	<b>\$1,968,263</b>	<b>\$2,194,896</b>
<b>Program Total:</b>	<b>\$5,644,364</b>		<b>\$4,163,159</b>	
<b>Program FTE</b>	15.55	18.95	12.57	9.93

Program Revenues				
Fees, Permits & Charges	\$0	\$238,413	\$0	\$122,062
Intergovernmental	\$0	\$2,939,157	\$0	\$2,072,834
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,177,570</b>	<b>\$0</b>	<b>\$2,194,896</b>

Explanation of Revenues

This program generates \$262,041 in indirect revenues.

County General Fund specifically includes \$53,792 backfilled revenue for Supervision Fees. In addition to 1) \$1,665,772 from State Dept of Corrections (DOC) SB1145. Calculation based on awarded 2019-2021 biennial amount minus FY 2020 County midyear re-balance.

2) \$407,062 - Oregon Criminal Justice Commission, Specialty Court Grant to fund the Mult County DUII Court with the goal to help high risk offender to be placed in treatment within 2 weeks of sentencing and diverting from prison. 3) \$122,062 - Monitored Misdemeanor Probation (MMP) fees. Fees are set as a condition of probation and payable to DCJ for the monitoring of clients. The current MMP monitoring fees are \$15 per month.

Significant Program Changes

**Last Year this program was:** FY 2020: 50033-20 Adult Field Generic Supervision High Risk-East

This program offer reflects a net decrease of 12.00 FTE. During FY 2020, 3.00 FTE parole-probation officer and 1.00 FTE community justice program manager were cut as part of the midyear State DOC SB1145 rebalance. In both FY 2020 and FY 2021, a net 8.00 FTE was reduced for positions that transferred to/from other DCJ programs (refer # 50023 and 50026).

Contractual services and supplies increased based upon the new DUII award.

Client Supervision Fees, per ORS 423.570, are eliminated in FY 2021 and backfilled in the amount of \$53,792 and 0.22 FTE in the General Fund.

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

**Executive Summary**

The Domestic Violence unit strives to end the cycle of violence by holding justice-involved adults 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.

**Program Summary**

Related to program offer 50026, this program offer provides two critical service components to the Domestic Violence (DV) unit.

1) Individuals with first time offenses of domestic violence are placed in the Deferred Sentencing Program (DSP). DSP provides individuals access to services that help address their violent behavior patterns. If an individual successfully completes all requirements of DSP, he/she is not convicted of the initial offense and the case is dismissed.

2) DSP refers DV defendants to intervention services for batterers, which helps prevent their behavior from escalating into further contacts with law enforcement and subsequent stays in costly jails.

DV PPOs regularly attend court to ensure a collaborative approach is being utilized in victim safety and client accountability. Reducing domestic violence is a priority for Multnomah County. This program increases public safety by holding 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. Case management strategies provide individuals the opportunity to change by addressing factors which research has shown to reduce criminal behavior (National Institute of Corrections, 2017).

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of adults served annually	96	100	100	100
Outcome	Percent of adults convicted of a misd. or felony within 1 year of supervision start date	6%	8%	7%	7%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$119,185	\$0	\$136,683	\$0
<b>Total GF/non-GF</b>	<b>\$119,185</b>	<b>\$0</b>	<b>\$136,683</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$119,185</b>		<b>\$136,683</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2020: 50036-20 Adult Domestic Violence Deferred Sentencing

**Department:** Community Justice      **Program Contact:** Lisa Lewis  
**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 following criteria is excluded from SORS supervision: 1) Having a score of 6+ on the Static-99 assessment tool; 2) Having a primary sexual preference for children or sexual arousal to violence; 3) Having emotional identification with children; and 4) Level 3 Sex 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 (1) Sex Offense Specialist parole-probation officer (PPO) supervises 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of adults served annually	216	200	200	200
Outcome	Percent of adults convicted of a misd. or felony within one year of supervision start date	0%	0%	0%	0%
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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$249,811	\$0	\$251,763
Internal Services	\$0	\$42,768	\$0	\$43,606
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$292,579</b>	<b>\$0</b>	<b>\$295,369</b>
<b>Program Total:</b>	<b>\$292,579</b>		<b>\$295,369</b>	
<b>Program FTE</b>	0.00	2.00	0.00	2.00

Program Revenues				
Intergovernmental	\$0	\$292,579	\$0	\$295,369
<b>Total Revenue</b>	<b>\$0</b>	<b>\$292,579</b>	<b>\$0</b>	<b>\$295,369</b>

Explanation of Revenues

This program generates \$43,606 in indirect revenues.  
 \$295,369 from State Dept of Corrections (DOC) SB1145. Calculation based on awarded 2019-2021 biennial amount minus FY 2020 County midyear re-balance.

Significant Program Changes

Last Year this program was: FY 2020: 50037-20 Adult Sex Offense Reduced Supervision (SORS)

**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 accountable, provide reformation opportunities, and promote equitable and fair approaches to public safety. Juvenile Services Management (JSM) leads, supports and monitors delinquency intervention, probation, accountability, community engagement, 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 juvenile justice system in Multnomah County. Specific oversight responsibilities include:

- 1) Court and Community Supervision Services - Oversees intake/assessment, prevention/intervention, and adjudication. Coordinates and monitors units devoted to probation supervision, sanctioning, connection to resources. Interfaces with youth-serving community resources to improve access and integration. Oversees contracts with community providers that delivers temporary shelter services and the Community Monitoring program as alternatives to detention. Provides support staff to the Juvenile Justice Complex, including data and document services.
- 2) Detention and Residential Services - Responsible for the operations and security of a regional juvenile detention facility. This 64-bed facility operates 24 hours a day, 7 days a week and serves tri-county youth awaiting subsequent court hearings (including youth charged as adults under Measure 11), or those serving a sanction. Provides an assessment and evaluation (A&E) residential program that operates 24 hours a day, 7 days a week.
- 3) System Change and Detention Alternatives Initiative Programming - Focuses on developing and implementing strategies to reduce racial and ethnic disparities in the juvenile justice system, and enhancing multi-system integration. Holds youth accountable and protects public safety through shelter care, residential placement, and other detention alternative intervention outlets.
- 4) Family Court Services - Provides mediation, parent education, and child custody evaluations. In addition, Juvenile Services Management oversees 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of juvenile criminal referrals received annually	1,251	1,100	1,200	1,200
Outcome	Percent of youth that had one or more subsequent adjudications within 1 year post disposition	25%	25%	25%	25%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,258,465	\$62,099	\$1,339,485	\$21,334
Contractual Services	\$161,840	\$155,907	\$155,335	\$16,780
Materials & Supplies	\$125,653	\$48,172	\$125,495	\$32,683
Internal Services	\$0	\$7,541	\$655	\$2,133
<b>Total GF/non-GF</b>	<b>\$1,545,958</b>	<b>\$273,719</b>	<b>\$1,620,970</b>	<b>\$72,930</b>
<b>Program Total:</b>	<b>\$1,819,677</b>		<b>\$1,693,900</b>	
<b>Program FTE</b>	6.72	0.28	6.88	0.12

Program Revenues				
Intergovernmental	\$0	\$223,720	\$0	\$72,930
Other / Miscellaneous	\$0	\$24,500	\$0	\$0
Beginning Working Capital	\$0	\$25,499	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$273,719</b>	<b>\$0</b>	<b>\$72,930</b>

Explanation of Revenues

This program generates \$2,133 in indirect revenues. County General Fund plus 1) \$24,999 - Annie E. Casey Foundation grant. Amount includes carryover from FY 2020 in the amount of \$12,499 which is the projected unspent balance. 2) \$47,931 - US DOJ OJJDP Juvenile Justice Emergency Planning Demonstration Program. Award 10/01/17 - 09/30/09 with an approved no-cost extension through 09/30/20. This grant funds the development of an emergency plan for the County Juvenile Detention Facility.

Significant Program Changes

Last Year this program was: FY 2020: 50050A-20 Juvenile Services Management

In FY 2021, 0.16 FTE community justice program manager is backfilled with General Fund. In FY 2020, this FTE was funded by a grant from the Annie E. Casey Foundation. This grant has been decreasing over the years and from FY 2020 to FY 2021, the budgeted award amount decreased from \$50K to \$25K.

Personnel expenses: increased expenses in this offer reflects a grant backfill, annual salary increases, addition of student intern funding and the county wide pay equity study.

Contractual services and supplies decreased in this budget due to the emergency planning grant ending.



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

**Program Offer Type:** Innovative/New Program **Program Offer Stage:** As Adopted

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

**Executive Summary**

While youth are held in custody in juvenile detention, the Department is responsible for providing a safe and secure environment for youth in our care, staff and visitors. This program will enable DCJ to implement an evidence-based, trauma informed model that promotes youth and staff safety.

**Program Summary**

Available research has demonstrated that providing youth the opportunity to learn new skills and build relationships with positive adults is essential for behavior change. Additionally, implementing trauma informed behavior management increases safety for youth, staff and visitors and reduces the need for isolation or room confinement. In FY 2020 Juvenile Services selected a behavior management system based on Rational Behavior Training (RBT) that has been shown to have significant positive impacts in improving safety and outcomes in other detention facilities similar to Multnomah County. This program offer will provide training for all staff to implement the new behavior management system. This training includes a 40 hour Train the Trainer module for detention trainers (staff and managers) to ensure sustainability, 16 hours of training for all staff in the model, and on-going consultation with the trainers to ensure successful implementation.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Average number of hours of new training provided per Juvenile Custody Service Specialist.	NEW	NEW	NEW	12
Outcome	Percentage of Juvenile Custody Service Specialists (temporary and on-call) receiving training	NEW	NEW	NEW	85%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$90,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$90,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$90,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund

Significant Program Changes

**Last Year this program was:** FY 2020: 50050B-20 Training for Juvenile Custody Services Specialists

This one time only funding request for FY 2021 will be to cover both personnel costs and expenses for an expert/trainer to provide a train the trainer curriculum on the new model (Rational Behavioral Training (RBT)). In FY2020, staff completed foundational training on the fundamentals of behavior management. This funding will complete the full training program.

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

**Executive Summary**

Juvenile Support Services assists the Juvenile Services Division (JSD) administration, Court supervision services, and community supervision services. Support Services staff 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) property management and purchasing; and e) provide reception coverage.

**Program Summary**

**Clerical Support Services:** Provides office support to Court and Community Supervision 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 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; handles expunction of juvenile records that meet statutory criteria; processes and enters all police reports and referrals; handles and facilitates emancipation process; enters all adoptions orders and follow up; and processes interstate compact matters following Interstate Compact for Juveniles (ICJ) Rules ORS 417.030.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of referrals received & processed annually	2,572	3,000	2,800	2,800
Outcome	Number of court orders and dispositions processed	1,161	1,500	1,300	1,300
Outcome	Percent of warrants successfully processed without additional validations needed	95%	95%	95%	95%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,715,963	\$0	\$1,185,465	\$0
Contractual Services	\$13,500	\$0	\$13,500	\$0
Materials & Supplies	\$51,877	\$0	\$49,975	\$0
Internal Services	\$1,282,147	\$0	\$1,290,858	\$0
<b>Total GF/non-GF</b>	<b>\$3,063,487</b>	<b>\$0</b>	<b>\$2,539,798</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,063,487</b>		<b>\$2,539,798</b>	
<b>Program FTE</b>	16.00	0.00	11.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2020: 50051A-20 Juvenile Services Support

This program offer reflects a decrease of 5.00 FTE. During FY 2020, 1.00 FTE juvenile counseling assistant, 1.00 FTE community justice program manager, and 1.00 FTE office assistant senior transferred to other DCJ programs (refer # 50051, 50054A, and 50066). In FY 2021, 1.00 FTE office assistant senior and 1.00 FTE records technician are cut. Both positions are vacant.

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

**Executive Summary**

Family Court Services (FCS) helps keep children safe, families stable, and promotes public safety through services to families as they experience the major life transition of separation or divorce. Exposure to parental conflict and the potential loss of a parent through separation or divorce places children at risk for delinquency, teen pregnancy, behavioral health issues, and poor school performance, which can lead to a cycle of dysfunction and offending behavior. These services help promote healthy parenting dynamics and communication.

**Program Summary**

Through parent education, mediation, information and referral services, and child custody evaluation, FCS stabilizes families involved with the Family Court and plays a critical role in preventing family dysfunction, childhood stress, and juvenile delinquency. Parent education and mediation are state mandated services for parents involved in the Family Court system.

The Parent Education Program provides relevant legal and parenting information to Multnomah County parents experiencing separation or divorce.

In addition to Parent Education, FCS provides child custody and parenting time mediation to over 1,000 families per year and conducts comprehensive child custody evaluations 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 co-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 available at the Juvenile Court and East County Courthouse in order to better serve the residents of East Multnomah County.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent of individuals satisfied with parent education classes	91%	90%	90%	90%
Outcome	Percent of custody/parenting time evaluations resulting in settlement	80%	75%	75%	75%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$336,820	\$764,427	\$417,036	\$711,818
Contractual Services	\$0	\$61,819	\$0	\$62,684
Materials & Supplies	\$0	\$23,546	\$320	\$22,990
Internal Services	\$0	\$211,997	\$0	\$272,412
<b>Total GF/non-GF</b>	<b>\$336,820</b>	<b>\$1,061,789</b>	<b>\$417,356</b>	<b>\$1,069,904</b>
<b>Program Total:</b>	<b>\$1,398,609</b>		<b>\$1,487,260</b>	
<b>Program FTE</b>	2.43	6.37	2.96	6.04

Program Revenues				
Fees, Permits & Charges	\$0	\$978,172	\$0	\$989,354
Intergovernmental	\$0	\$83,617	\$0	\$80,550
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,061,789</b>	<b>\$0</b>	<b>\$1,069,904</b>

Explanation of Revenues

This program generates \$123,287 in indirect revenues. County General Fund plus 1) \$778,354 in State funding for conciliation and mediation services assumes continued funding at current level. 2) \$81,000 - Conciliation Services fee collected as part of \$60 marriage license fees of which \$10 is a conciliation services fee. 3) \$5,000 - Child Custody Evaluation Case-Opening Fees. 70% of clients qualify for a waiver. 4) \$125,000 for Parenting Education Program fees. Fee of \$70 is collected per ORS 205.320 and 107.510 to 107.610, and are set by Board Resolution. 5) \$80,550 Access & Visitation grant from US Dept. of Health and Human Services. Funding provides access and visitation services to non-custodial parents who are having difficulty establishing visitation and a legally enforceable parenting plan. Assuming FY 2020 funding will continue in FY 2021.

Significant Program Changes

Last Year this program was: FY 2020: 50052-20 Family Court Services

This program offer adds 0.20 FTE marriage and family counselor associate in FY 2021. The temporary pay budget was reduced in this program offer to cover the cost of the increased FTE.

Additionally, 0.35 FTE is backfilled with General Fund that was previously funded by a State contract for conciliation and mediation services and 0.02 FTE is shifted from General Fund to the US Dept. of HHS Access & Visitation grant for a net 0.33 FTE backfill in the General Fund.

Internal services costs increased by \$68,000 based on the opening of the new courthouse.

**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 Courtyard Cafe provides a valuable service for visitors, Juvenile Justice partners, and staff at the Juvenile Justice Facility. The Courtyard Cafe serves breakfast and lunch daily Monday through Friday. There are limited food options available near the Juvenile Justice Complex.

**Program Summary**

This offer maintains food service by the Courtyard Cafe for the Juvenile Justice Complex. The Courtyard Cafe food service has a significant positive impact on maintaining staff morale and the good will of JSD's juvenile justice system partners at the Juvenile Justice Complex. Many of JSD's partners utilize the Cafe for breakfast and lunch meetings between Court sessions.

The Cafe is also a resource for families who often have to spend time at the Juvenile Justice Complex awaiting court hearings and other meetings. It provides them with an affordable and convenient option for food. Without the Cafe, staff and others would have to leave to get food. It provides a natural meeting space where DCJ staff and partners can interact to catch up on business as well as build positive relationships.

The Courtyard Catering Services primarily serves Multnomah County events but is available for catering to the public as well. The catering provides a source of revenue for Juvenile Nutrition Services and an opportunity for youth in the culinary arts program to get experience in cooking and baking.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Average number of Courtyard Cafe transactions per day	115	200	150	150
Outcome	Amount of annual revenue earned	\$128,702	\$130,000	\$130,000	\$130,000

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$276,394	\$0	\$279,357	\$0
Contractual Services	\$8,322	\$0	\$8,322	\$0
Materials & Supplies	\$97,284	\$0	\$97,518	\$0
Internal Services	\$24,571	\$0	\$21,912	\$0
<b>Total GF/non-GF</b>	<b>\$406,571</b>	<b>\$0</b>	<b>\$407,109</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$406,571</b>		<b>\$407,109</b>	
<b>Program FTE</b>	3.20	0.00	3.20	0.00

Program Revenues				
Other / Miscellaneous	\$214,000	\$0	\$217,649	\$0
<b>Total Revenue</b>	<b>\$214,000</b>	<b>\$0</b>	<b>\$217,649</b>	<b>\$0</b>

Explanation of Revenues

County General Fund including revenue of \$126,709 in Courtyard Cafe sales and \$90,940 in Catering sales. FY 2021 budget is based on average of FY 2018 and FY 2019 actual.

Significant Program Changes

Last Year this program was: FY 2020: 50053-20 Courtyard Cafe and Catering



**Department:** Community Justice      **Program Contact:** Rosa Garcia & 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. In FY 2019, over 620 youth were brought to Juvenile Detention for intake screening. This offer funds 48 of the 64 beds required to meet the County's daily detention needs.

**Program Summary**

Though originally constructed with 191 beds, only 64 beds are needed to meet the County's daily detention needs. Thirty beds are contracted and reserved for Clackamas and Washington Counties. The remaining 34 beds hold high risk Multnomah County youth who are not appropriate for community placement. Of those 64 beds, a unit of 16 beds must be kept available for youth who identify as female.

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 these 48 detention beds allows for intake services and housing arrangements for youth who are: awaiting trial, have violated parole, have serious probation violations, or are on out-of-state holds awaiting return to their jurisdiction.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of days in which the detention population did not exceed funded bed capacity	323	350	350	350
Outcome	Number of days annually without use of physical or mechanical restraints applied to detained youth	318	300	300	300

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$6,856,418	\$0	\$7,390,904	\$0
Contractual Services	\$5,461	\$0	\$5,461	\$0
Materials & Supplies	\$191,386	\$140,065	\$146,903	\$136,905
Internal Services	\$1,355,914	\$0	\$1,374,161	\$0
Capital Outlay	\$11,000	\$0	\$11,000	\$0
<b>Total GF/non-GF</b>	<b>\$8,420,179</b>	<b>\$140,065</b>	<b>\$8,928,429</b>	<b>\$136,905</b>
<b>Program Total:</b>	<b>\$8,560,244</b>		<b>\$9,065,334</b>	
<b>Program FTE</b>	52.40	0.00	53.40	0.00

Program Revenues				
Intergovernmental	\$3,615,195	\$140,065	\$3,580,650	\$136,905
<b>Total Revenue</b>	<b>\$3,615,195</b>	<b>\$140,065</b>	<b>\$3,580,650</b>	<b>\$136,905</b>

Explanation of Revenues

County General Fund plus 1) \$136,905 - total reimbursement by USDA ODE for youth that qualify for the school breakfast lunch program; \$49,234/breakfast & \$87,671/lunch. Projection uses trending from prior three fiscal years actual. 2) \$3,580,650 - anticipating current IGAs with Clackamas County (13 beds) and Washington County (17 beds), respectively for Juvenile Detention Center. The number of daily bed usage will continue through FY 2021 with an estimated 3% increase of current bed/day rate. The 3% increase is the estimated CPI index based on the IGA.

Significant Program Changes

**Last Year this program was:** FY 2020: 50054A-20 Juvenile Detention Services - 48 Beds

This program offer reflects an increase of 1.00 FTE community justice program manager that transferred from another DCJ program during FY 2020 (refer # 50051).

Personnel Expenses: The juvenile detention services is a 24-7 operation which requires mandatory staffing ratios. In this program offer, an operational realignment was made to increase the overtime budget in the amount of \$98,159 to align with current service level needs. The additional increases in this budget were due to the Local 86 contract settlement in FY20, annual salary costs and pay equity adjustments. Materials and supplies are reduced based upon the 8-bed detention reduction in FY2020.

**Department:** Community Justice      **Program Contact:** Rosa Garcia & 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. In FY 2019, over 620 youth were brought to Juvenile Detention for intake screening. This offer funds 16 of the 64 beds required to meet the County's daily detention needs.

**Program Summary**

Though originally constructed with 191 beds, only 64 beds are needed to meet the County's daily detention needs. Thirty beds are contracted and reserved for Clackamas and Washington Counties. The remaining 34 beds hold high risk Multnomah County youth who are not appropriate for community placement. Of those 64 beds, a unit of 16 beds must be kept available for youth who identify as female.

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 these 16 detention beds allows for intake services and housing arrangements for youth who are: awaiting trial, have violated parole, have serious probation violations, or are on out-of-state holds awaiting return to their jurisdiction.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of days in which the detention population did not exceed funded bed capacity	323	350	350	350
Outcome	Number of days annually without use of physical or mechanical restraints applied to detained youth	318	300	300	300

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,128,250	\$0	\$1,227,594	\$0
Materials & Supplies	\$40,630	\$0	\$29,700	\$0
<b>Total GF/non-GF</b>	<b>\$1,168,880</b>	<b>\$0</b>	<b>\$1,257,294</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,168,880</b>		<b>\$1,257,294</b>	
<b>Program FTE</b>	9.00	0.00	9.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2020: 50054B-20 Juvenile Detention Services - 16 Beds

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

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

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

One of the key components for supervision of pre-adjudicated, at risk youth is to allow for qualified youth to remain at home or in community placements while awaiting court processing. The Community Monitoring Program (CMP) provides supervision and support while reserving the use of costly detention bed spaces for higher risk youth. 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 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 possible for youth who are involved in the court process. Without a range of alternatives to detention, Multnomah County JSD would detain over 100 additional youth per year.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of youth served	254	200	250	250
Outcome	Percent of youth who attend their court appearance	97%	98%	98%	98%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$222,097	\$419,715	\$216,829	\$419,715
<b>Total GF/non-GF</b>	<b>\$222,097</b>	<b>\$419,715</b>	<b>\$216,829</b>	<b>\$419,715</b>
<b>Program Total:</b>	<b>\$641,812</b>		<b>\$636,544</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$419,715	\$0	\$419,715
<b>Total Revenue</b>	<b>\$0</b>	<b>\$419,715</b>	<b>\$0</b>	<b>\$419,715</b>

Explanation of Revenues

County General Fund plus \$419,715 from Oregon Youth Authority Gang Transition Services (OYA GTS). Award 07/01/2019 - 06/30/2021. This is a 50% allocation for the 2nd year of the 2019-2021 biennial budget. Funding provides services designed to impact youth gang involvement and decrease minority youth commitment to OYA institutions.

Significant Program Changes

Last Year this program was: FY 2020: 50055-20 Community Monitoring Program

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

**Executive Summary**

Juvenile detention alternatives in the form of short-term shelter and residential placements protect the public by safely supervising identified high risk youth in the community. Many of these justice-involved youth are Latino and African American. By placing these youth in culturally appropriate placements (short-term shelter care or treatment foster care), fewer youth of color are confined. 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. While in care, these youth attend school, participate in treatment and work with an assigned Juvenile Court Counselor.

Multnomah County serves as a model site, and has long been regarded as a national leader in the Juvenile Detention Alternatives Initiative (JDAI). Shelter care is one of the alternatives to detention that the Juvenile Services Division (JSD) utilizes. Shelter care services offer at-risk youth who would otherwise be placed in costly detention beds an opportunity to remain safely in the community under a high level of structure and supervision by professional shelter care providers. JSD contracts with Boys and Girls Aid and Maple Star Oregon to provide short-term shelter and treatment foster care to pre- and post-adjudicated youth. Services are focused on providing a safe, secure, and supportive environment that assists with behavioral stabilization, strengthens individual and family relationships, uses evidence-based practices (EBP) and strength-based approaches in dealing with the criminogenic needs of the youth, and facilitates the youth's reintegration back to the family and/or community. The majority of justice-involved youth placed in these shelter programs are Latino and African American. By serving youth of color in culturally appropriate placements (short-term shelter care or treatment foster care), research has shown the disproportionate confinement of youth of color drops significantly and keeps youth connected to their communities without a reduction in public safety.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of youth served	69	75	70	70
Outcome	Percent of youth who do not leave the shelter during their placement	84%	80%	80%	80%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$208,983	\$505,815	\$262,478	\$505,815
<b>Total GF/non-GF</b>	<b>\$208,983</b>	<b>\$505,815</b>	<b>\$262,478</b>	<b>\$505,815</b>
<b>Program Total:</b>	<b>\$714,798</b>		<b>\$768,293</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$271,175	\$0	\$271,175
Service Charges	\$0	\$234,640	\$0	\$234,640
<b>Total Revenue</b>	<b>\$0</b>	<b>\$505,815</b>	<b>\$0</b>	<b>\$505,815</b>

Explanation of Revenues

County General Fund plus 1) \$271,175 from Oregon Youth Authority Gang Transition Services (OYA GTS). This is a 50% allocation for the 2nd year of the 2019-2021 biennial budget. Funding provides services designed to impact youth gang involvement and decrease minority youth commitment to OYA institutions. 2) \$234,640 from Oregon Health Authority, Medical Assistance Programs to provide intensive rehabilitation services to Medicaid eligible youth who are authorized to receive Behavior Rehabilitation Services (BRS). Services are provided by two County contracted providers.

Significant Program Changes

Last Year this program was: FY 2020: 50056-20 Juvenile Shelter & Residential Placements

This program offer reflects a rate increase for shelter beds.



**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, Informal and Adjudication (IAIA) carries an average daily caseload of 180 youth (12 to 18 years of age). Youth who are at imminent risk of becoming chronic juvenile offenders are identified using validated risk assessment instruments; supervision and services are provided to over 250 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total number of cases referred for adjudication	259	265	265	265
Outcome	Percent of youth who do not receive a new adjudication within one year of the start of informal supervision	86%	80%	80%	80%
Output	Total number of cases referred for informal handling	209	200	200	200

### Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,248,180	\$0	\$1,500,782	\$0
Contractual Services	\$6,144	\$0	\$6,144	\$0
Materials & Supplies	\$4,427	\$0	\$4,947	\$0
Internal Services	\$10,871	\$0	\$24,321	\$0
<b>Total GF/non-GF</b>	<b>\$1,269,622</b>	<b>\$0</b>	<b>\$1,536,194</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,269,622</b>		<b>\$1,536,194</b>	
<b>Program FTE</b>	9.00	0.00	11.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund

Significant Program Changes

**Last Year this program was:** FY 2020: 50057-20 Juvenile Intake, Assessment, Intervention & Adjudication (IAIA)

This program offer reflects an increase of 2.00 FTE. During FY 2020, 1.00 FTE juvenile counseling assistant transferred from another DCJ program (refer # 50051). In FY 2021, 1.00 FTE juvenile counselor is added per legislative changes in SB 1008.

Internal services increase due the transfer of two vehicles from the ATYF program.

**Department:** Community Justice  
**Program Offer Type:** Existing Operating Program  
**Related Programs:**  
**Program Characteristics:** Backfill State/Federal/Grant

**Program Contact:** Tracey Freeman  
**Program Offer Stage:** As Adopted

### Executive Summary

Juvenile Field Probation (JFP) services are divided into specialized units designed to address the unique needs of each youth population. Specialized units serve youth involved in serious person felonies, gangs, sexual offenses, weapon related charges, and victims of commercial sexual exploitation (CSEC). Juvenile Field Probation holds youth accountable through specialized supervision and sanctions, skill building, mentoring, and positive age appropriate activities.

### Program Summary

Juvenile Field Probation provides supervision and services to youth involved in serious person felonies, gangs, sexual offenses, weapon related charges, property crimes, and adjudicated youth who are identified as victims of commercial sexual exploitation (CSEC).

Juvenile court counselors (JCC) develop probation case plans, enforce court ordered conditions, and address victim restitution. In addition to holding youth accountable, JCC's coordinate treatment (e.g. mental health and substance use disorder) 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 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 family participation in the youth's supervision and treatment, and youth have increased success on supervision when family members are actively participating. Interventions 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 interdisciplinary approach to develop and implement plans for positive youth development, family support and community protection. JCCs also collaborate 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of youth on probation served annually	535	475	500	500
Outcome	Percent of youth who did not receive a new adjudication within 1 year post disposition	82%	NEW	NEW	80%

### Performance Measures Descriptions

Measure 2 Changed: Realignment with division-wide recidivism definition. Under the previous definition of percent of youth who did not receive a new criminal referral within 1 year post disposition, the FY19 actual was 66%.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,467,732	\$1,051,834	\$1,630,720	\$1,307,180
Contractual Services	\$143,093	\$123,366	\$66,505	\$126,000
Materials & Supplies	\$9,206	\$0	\$9,986	\$0
Internal Services	\$63,117	\$163,328	\$61,706	\$194,995
<b>Total GF/non-GF</b>	<b>\$1,683,148</b>	<b>\$1,338,528</b>	<b>\$1,768,917</b>	<b>\$1,628,175</b>
<b>Program Total:</b>	<b>\$3,021,676</b>		<b>\$3,397,092</b>	
<b>Program FTE</b>	10.70	8.30	12.23	9.77

Program Revenues				
Intergovernmental	\$0	\$1,338,528	\$0	\$1,628,175
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,338,528</b>	<b>\$0</b>	<b>\$1,628,175</b>

Explanation of Revenues

This program generates \$194,995 in indirect revenues. County General Fund plus 1) \$1,030,205 from Oregon Youth Authority Gang Transition Services (OYA GTS) funds. This is a 52% allocation for the 2nd year of the 2019-2021 biennial budget. Funding provides services designed to impact youth gang involvement and decrease youth of color commitment to OYA institutions. 2) \$471,970 - IGA with Oregon Youth Authority Juvenile Crime Prevention (OYA JCP) Basic and Diversion Services. This is a 65% allocation for the 2nd year 2019-2021 biennial budget. Funding must be allocated to evidence-based programs. 3) \$126,000 - Oregon Youth Authority (OYA) Flex Fund grant. Funding is to provide individualized services tailored to meet individual needs and case plans of youth offenders. Award 07/01/19 - 06/30/21. FY 2021 is 51% allocation for 2nd year of the 2019-2021 biennial budget.

Significant Program Changes

**Last Year this program was:** FY 2020: 50058-20 Juvenile Probation Services

This program offer reflects an increase of 3.00 FTE to the General Fund. In FY 2021, 2.00 FTE juvenile counselor are added per legislative changes in SB 1008 and 1.00 FTE juvenile counseling assistant is added.

In FY 2021, this program offer reflects the reallocation of 1.33 FTE juvenile counselor from the General Fund to Oregon Youth Authority Juvenile Crime Prevention (OYA JCP) Basic Services funding. This reallocation is due to the elimination of the DCJ Assessment & Treatment for Youth & Families (ATYF) program in FY2021. In addition, 0.14 FTE juvenile counselor is reallocated from the General Fund to Oregon Youth Authority Gang Transition Services (OYA GTS) funding.

**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. Gang activity has been increasing in East County.

EMGET includes a partnership with the Gresham Police Department and the Multnomah County Sheriff's Office. 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of outreach/contacts with suspected gang members/associates	406	450	420	420
Outcome	Number of gang-activity related criminal arrests	253	400	300	300

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$523,260	\$0	\$544,617
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$523,260</b>	<b>\$0</b>	<b>\$544,617</b>
<b>Program Total:</b>	<b>\$523,260</b>		<b>\$544,617</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$523,260	\$0	\$544,617
<b>Total Revenue</b>	<b>\$0</b>	<b>\$523,260</b>	<b>\$0</b>	<b>\$544,617</b>

Explanation of Revenues

\$544,617 from Oregon Youth Authority Gang Transition Services (OYA GTS) funds. Funding provides services designed to impact youth gang involvement and decrease youth of color commitment to OYA institutions. This is the 2nd year of the 2019-2021 biennial budget as pass-through to the Gresham Police Dept.

Significant Program Changes

Last Year this program was: FY 2020: 50060-20 Juvenile East Multnomah Gang Enforcement Team (EMGET)

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

**Executive Summary**

The 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 A&E 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. Youth may be enrolled for up to 90 days based on individual needs. Capacity for the program is 16 youth. Participants receive an assessment administered by a licensed mental health professional, 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 evaluation) may be provided as indicated as well as assistance 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of youth assessed	48	55	50	50
Outcome	Percent of youth exited with a successfully completed discharge plan	70%	80%	80%	80%

**Performance Measures Descriptions**

Measure 2 Changed: For clarification purposes, Measure 2 changed to include the word "successfully."

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$447,146	\$1,531,185	\$564,851	\$1,581,019
Contractual Services	\$131,627	\$69,000	\$143,851	\$30,751
Materials & Supplies	\$9,740	\$0	\$12,509	\$0
Internal Services	\$252,310	\$190,108	\$255,420	\$193,121
<b>Total GF/non-GF</b>	<b>\$840,823</b>	<b>\$1,790,293</b>	<b>\$976,631</b>	<b>\$1,804,891</b>
<b>Program Total:</b>	<b>\$2,631,116</b>		<b>\$2,781,522</b>	
<b>Program FTE</b>	2.02	13.98	2.76	13.24

Program Revenues				
Intergovernmental	\$0	\$1,180,799	\$0	\$1,242,619
Service Charges	\$0	\$609,494	\$0	\$562,272
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,790,293</b>	<b>\$0</b>	<b>\$1,804,891</b>

Explanation of Revenues

This program generates \$193,121 in indirect revenues. County General Fund plus 1) \$1,242,619 - IGA w/Oregon Youth Authority Juvenile Crime Prevention (OYA JCP) Basic and Diversion Services. Funding includes 1a) \$309,767 Diversion Services: provide youth-specific treatment including but not limited to substance abuse, mental health and 1b) \$932,852 Basic Services to prevent the highest risk youth offenders from re-offending in the community. This is a 51% allocation for the 2nd year of the 2019-2021 biennial budget. 2) \$236,870 - Oregon Health Authority, Medical Assistance Programs to provide intensive rehabilitation services to Medicaid eligible youth who are authorized to receive Behavior Rehabilitation Services (BRS). FY 2021 per FY 2020 current year estimate. 3) \$198,953 - Anticipating renewal of IGA w/Oregon Dept. of Human Services to provide 4 A&E beds to youth authorized to receive Behavior Rehabilitation Services (BRS). 4) \$126,449 - IGA w/Clackamas County to provide A&E beds for youth requiring a staff-secured, out of home placement for assessment/evaluation, stabilization and transition planning. IGA ends 06/30/2020. Assuming funding continues in FY 2021 per current service level.

Significant Program Changes

**Last Year this program was:** FY 2020: 50063-20 Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation

This program offer reflects an increase of 1.00 FTE juvenile counselor and a decrease of 1.00 FTE mental health consultant for a net zero impact to FTE. During FY 2020, 1.00 FTE transferred from another DCJ program (refer # 50064) and was reclassified from a mental health consultant to a juvenile court counselor. In FY 2021, 1.00 FTE mental health consultant is cut.

In FY 2021, 0.74 FTE are backfilled with General Fund as follows: 0.47 FTE reallocated from Oregon Health Authority BRS; 0.23 FTE reallocated from IGA with Clackamas County; and 0.04 FTE reallocated from IGA with State Dept. of Human Services (DHS).



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

**Executive Summary**

Community Healing Initiative (CHI) provides culturally specific services to medium and high risk African American and Latino youth and their families. 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. In addition, CHI youth receive culturally specific mentoring services from mentors with lived experience.

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.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of African American and Latino youth referred through Juvenile service	99	100	100	100
Outcome	Percent of African American and Latino youth who did not receive a new adjudication after entering services	74%	NEW	NEW	75%

**Performance Measures Descriptions**

Measure 2 Changed: Realignment with division-wide recidivism definition. Under the previous definition of percent of African American and Latino youth who did not receive a new criminal referral after entering service, the FY19 actual was 51%.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$1,515,143	\$169,787	\$1,565,405	\$169,787
<b>Total GF/non-GF</b>	<b>\$1,515,143</b>	<b>\$169,787</b>	<b>\$1,565,405</b>	<b>\$169,787</b>
<b>Program Total:</b>	<b>\$1,684,930</b>		<b>\$1,735,192</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$169,787	\$0	\$169,787
<b>Total Revenue</b>	<b>\$0</b>	<b>\$169,787</b>	<b>\$0</b>	<b>\$169,787</b>

Explanation of Revenues

County General Fund plus 1) \$159,787 from Oregon Youth Authority Gang Transition Services (OYA GTS) funds. Funding provides services designed to impact youth gang involvement and decrease youth of color commitment to OYA institutions. This is a 50% allocation for the 2nd year of the 2019-2021 biennial budget. 2) \$10,000 - from Oregon Youth Authority Juvenile Crime Prevention (OYA JCP) Basic and Diversion Services to provide youth with culturally specific services. This is a 50% allocation for the 2nd year of the 2019-2021 biennial budget.

Significant Program Changes

Last Year this program was: FY 2020: 50065A-20 Juvenile Community Healing Initiative (CHI)

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

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

**Related Programs:**
**Program Characteristics:**

### Executive Summary

There is a significant need to reduce racial and ethnic disparities in the Multnomah County 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. 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. Previously, these youth would have received a warning letter from the Juvenile Services Division (JSD) after contact with law enforcement.

Lastly, also included is funding to provide gang prevention services to culturally specific organizations. Services target gang impacted youth and their families and are aligned with the Multnomah County Strategic Plan to address gang violence based on the Office of Juvenile Justice and Delinquency Prevention (OJJDP) Comprehensive Gang Model Implementation Plan.

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 Multnomah County.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of CHI Early Intervention youth referred	246	275	250	250
Outcome	Percent of CHI Early Intervention youth engaging in community-based support services	82%	65%	75%	75%
Output	Number of youth who receive gang prevention services	139	100	125	125

### Performance Measures Descriptions

Measure 4 Eliminated: Data for measure (previously obtained from contractor) no longer available. Prior measure language: Percent of youth enrolled in school at time of exit from Youth Gang Prevention Services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$60,409	\$60,409	\$0	\$0
Contractual Services	\$517,018	\$0	\$250,923	\$281,611
Materials & Supplies	\$260	\$0	\$0	\$0
Internal Services	\$0	\$10,342	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$577,687</b>	<b>\$70,751</b>	<b>\$250,923</b>	<b>\$281,611</b>
<b>Program Total:</b>	<b>\$648,438</b>		<b>\$532,534</b>	
<b>Program FTE</b>	0.50	0.50	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$70,751	\$0	\$281,611
<b>Total Revenue</b>	<b>\$0</b>	<b>\$70,751</b>	<b>\$0</b>	<b>\$281,611</b>

Explanation of Revenues

County General Fund plus \$281,611 from Oregon Department of Education, Youth Development Division. Funding is allocated to the Culturally Specific/Community Healing Initiative (CHI) /Gang Prevention Unit providing prevention and intervention services to at risk youth or gang impacted youth and their families. Unit provides employment/educational skills to youth, and strengthens parenting skills of families and guardians. This is a 48% allocation for the 2nd year of the 2019-2021 biennial budget.

Significant Program Changes

**Last Year this program was:** FY 2020: 50065B-20 CHI Early Intervention & Youth Gang Prevention Services

This program offer is reduced by 1.00 FTE program specialist senior that transfers to another DCJ program in FY 2021 (refer # 50066).

**Department:** Community Justice      **Program Contact:** Tracey Freeman  
**Program Offer Type:** Innovative/New Program      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Community Healing Initiative (CHI), a family and community-centered collaboration that provides culturally-specific services designed to stop youth violence by addressing its root causes, will be expanded to include more BIPOC communities, increase parent peer support through parent mentors, and increase programming related to preventing family violence.

**Program Summary**

CHI is an 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 community-led solutions that prioritize healing and safety in BIPOC communities.

Parent peer support in the form of Parent Mentors will be an additional service component within JSD's existing CHI program. Parent peer support offers hope, guidance, and advocacy for parents and caregivers of justice-involved youth. Parent Mentors bring expertise based on their own experience parenting youth involved in the juvenile justice system, as well as specialized training, to support other parents and caregivers. Working within a peer support framework that recognizes the power of mutuality and experiential understanding, Parent Mentors deliver education, information, and peer support.

Programming specifically designed to address youth violence toward family members will be an additional service component within the existing CHI program. Services will include delivery of a proven curriculum as well as temporary housing for youth who cannot be safely at home until intervention occurs. The goal of the services is for youth to stop violence and abuse toward their family and develop respectful family relationships so that all family members feel safe at home. This will provide an opportunity to address the underlying causes of family violence without further involvement in the juvenile justice system, as well as reduce the reliance on detention as a response to these behaviors.

The CHI Partnership will also be expanded to include more BIPOC communities that are impacted by youth violence and over-represented in the juvenile justice system.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of CHI parents that receive parent mentor services	NEW	NEW	NEW	50
Outcome	Percent of bed days utilized annually	NEW	NEW	NEW	80%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$250,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$250,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

General fund

Significant Program Changes

Last Year this program was:

**Department:** Community Justice      **Program Contact:** Tracey Freeman  
**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 (CIS) consists of the following:

Education and treatment access coordinator - Serves as a liaison between JSD, school districts, and mental health/substance use disorder treatment providers to improve school and treatment connectivity for youth involved in the juvenile justice system.

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 a community non-profit provider to facilitate restorative dialogues.

Hands of Wonder program coordinator - Plans, administers, and leads the Hands of Wonder program that includes the garden program as well as other restorative justice and workforce development efforts.

Intervention and resource connection specialists - Juvenile court counselors who serve as law enforcement liaisons by working with 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).

Youth and gang violence prevention coordinator - In partnership with the Portland Office of Youth Violence Prevention, leads the implementation of Multnomah County's Strategic Plan to Address Gang Violence, and other strategic partnerships related to youth violence prevention.

Community Interface Services office assistant - Provides administrative and clerical support to the CIS Unit.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of youth and family connections made in the community for diversion from juvenile system	640	550	550	550
Outcome	Percent of youth on probation actively engaged in school	88%	90%	90%	90%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$690,746	\$0	\$641,036	\$338,327
Contractual Services	\$71,800	\$0	\$71,395	\$0
Materials & Supplies	\$7,411	\$0	\$7,931	\$0
Internal Services	\$19,462	\$0	\$17,973	\$38,594
<b>Total GF/non-GF</b>	<b>\$789,419</b>	<b>\$0</b>	<b>\$738,335</b>	<b>\$376,921</b>
<b>Program Total:</b>	<b>\$789,419</b>		<b>\$1,115,256</b>	
<b>Program FTE</b>	5.00	0.00	4.50	2.50

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$376,921
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$376,921</b>

Explanation of Revenues

This program generates \$38,594 in indirect revenues. County General Fund plus 1) \$300,610 from Oregon Dept. of Education, Youth Development Division Prevention program. Funding is to provide assessment & treatment to youth who are at a high risk. Award 07/01/119 - 06/30/21. 2) \$76,311 from City of Portland for 1.00 FTE Youth & Gang Violence Coordinator to monitor and provide ongoing evaluation of the strategic plan under the guidance of the LPSCC Youth and Gang Violence Steering Committee. IGA07/01/2020 -06/30/2021.

Significant Program Changes

**Last Year this program was:** FY 2020: 50066-20 Juvenile Community Interface Services

This program offer reflects an increase of 2.00 FTE. During FY 2020, 1.00 FTE office assistant senior transferred from another DCJ program (refer # 50051). In FY 2021, 1.00 FTE program specialist senior transfers from another DCJ program (refer # 50065B).

In FY 2021, this program offer reflects the reallocation of 2.00 FTE juvenile counselor from the General Fund to Oregon Dept. of Education, Youth Development Division Prevention program (aka JCP Prevention) funding. This reallocation is due to the elimination of the DCJ Assessment & Treatment for Youth & Families (ATYF) program in FY2021.



**Department:** Community Justice      **Program Contact:** Jay Scroggin  
**Program Offer Type:** Innovative/New Program      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

Provides infrastructure in both staffing and technology to address our justice involved individuals' capabilities of engaging in our services as well as increasing our response to their needs. Also allows for us to be in compliance with the law for supervision violation due process concerns.

**Program Summary**

Will provide technology infrastructure to service providers to administer to JIIs who may not have the capabilities to engage in services virtually. Provides a sanction team who will work within the jail system to address violations to supervision in a timely and legal manner.

Provide funding to expand the availability of staff to have a County issued phone (\$39,000).

Provide funding to invest in IT and virtual resources to deliver remote programming and treatment to youth in detention and adults on supervision (\$30,000).

Fund a Parole-Probation Officer and Records Technician position to work in the jail to provide notice of rights on sanctions in an effort to reduce the amount of time JIIs are in jail. In addition, this position is required for us to be compliant with State due process laws (\$126,000).

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent of needs met for justice involved individuals who may lack capabilities to engage in services virtually	NEW	NEW	NEW	80%
Outcome	Percent of violations that will have a notice of rights performed in person	NEW	NEW	NEW	100%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$0	\$126,000
Materials & Supplies	\$0	\$0	\$0	\$10,000
Internal Services	\$0	\$0	\$0	\$59,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$195,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$195,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$195,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$195,000</b>

Explanation of Revenues

Coronavirus Aid, Relief, and Economic Security Act (CARES Act) funding - One time only funding ending 12/30/2020 - \$195,000

Significant Program Changes

Last Year this program was:

This program offer adds one temporary parole-probation officer and one temporary records technician funded one-time-only through 12/30/2020.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$0	\$515,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$515,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$515,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$515,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$515,000</b>

Explanation of Revenues

Coronavirus Aid, Relief, and Economic Security Act (CARES Act) funding - One time only funding ending 12/30/2020 - \$515,000

Significant Program Changes

Last Year this program was:

### Department Overview

Multnomah County Department of Community Services (DCS) has developed a performance and accountability strategy that focuses on results. The foundation of our performance and accountability strategy is our department-wide Strategic Plan.

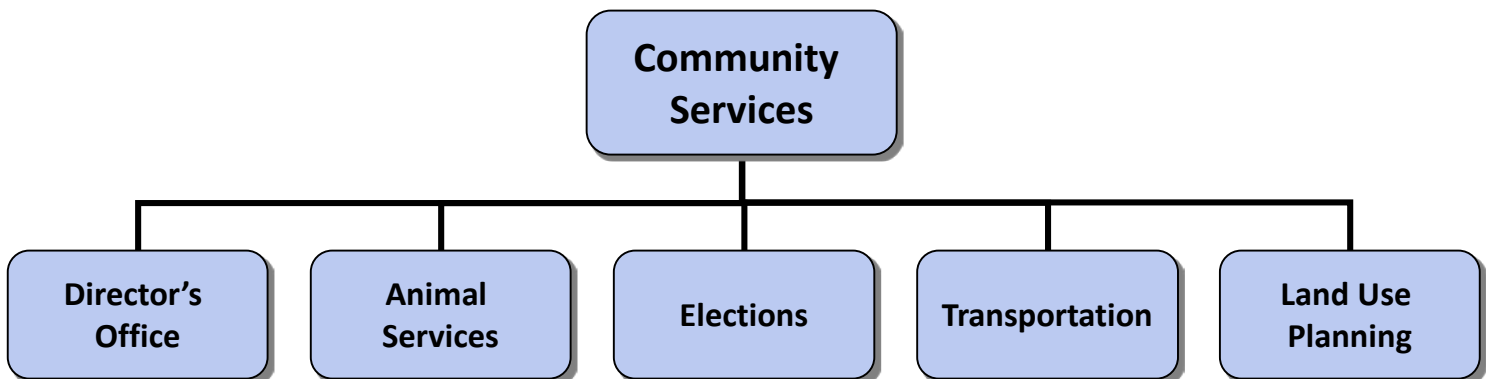
The guiding principles for the FY 2021 budget development were to provide our community and employees with a sense of safety, trust and belonging through our services; look for efficiencies whenever possible; alignment with DCS Mission and Strategic Plan; and using an equity lens (diversity, equity and inclusion).

The department delivers a number of essential services throughout Multnomah County. The divisions include Animal Services, Elections, Land Use Planning and Transportation. The common mission of these diverse divisions is articulated in the department’s mission, vision and values.

**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 2021 Department of Community Services Adopted budget is \$146.6 million. County General Fund comprises \$19.5 million (13%), Other Funds include the Road Fund \$71.6 million (49%), Willamette River Bridge Fund \$21.3 million (15%), Burnside Bridge Fund \$18.4 million (13%), Sellwood Bridge Replacement Fund \$10.2 million (7%), Land Corner Preservation Fund \$2.2 million (2%), Animal Control Fund, Federal/State Fund, Video Lottery Fund and Bicycle Path Construction Fund (1%).

Significant changes in Other Funds include:

- Willamette River Bridge Fund increased by \$9.6 million and Burnside Bridge Fund by \$3.4 million mainly due to increased vehicle registration fees (VRF). The County Board approved County Ordinance 1277 in 2019. The ordinance increases the vehicle registration fee from \$19 to \$56 for each year of the registration period starting January 1, 2021 and is dedicated to Willamette River Bridges.
- Sellwood Bridge Replacement Fund decreased by \$10.7 million as an outstanding claim was settled.
- Road Fund increased by \$2.3 million primarily due HB 2017 (Keep Oregon Moving) a transportation funding package passed by the Oregon Legislature.

This is the second and final year of General Fund (\$82,962) support for half of the department equity and organizational culture manager position in the Director’s Office (90000). The department will support the position with department indirect funds starting in FY 2022.

The budget includes \$500,000 in one-time-only funding allocated to two program offers. A list of programs funded as one-time-only can be found in the Budget Director’s Message.

Budget Trends	FY 2019	FY 2020	FY 2020	FY 2021	Difference
	<u>Actual</u>	<u>Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
Staffing FTE	217.92	216.00	216.00	216.00	0.00
Personnel Services	\$24,735,950	\$26,179,347	\$27,932,447	\$29,325,120	\$1,532,713
Contractual Services	50,997,063	58,236,400	61,205,825	87,665,362	27,009,537
Materials & Supplies	3,724,154	7,921,870	3,675,664	6,298,862	2,623,198
Internal Services	18,290,795	20,014,581	22,177,218	22,377,834	200,616
Debt Service	16,200	3,016,200	3,016,200	0	(3,016,200)
Capital Outlay	<u>869,185</u>	<u>1,268,269</u>	<u>21,052,407</u>	<u>253,500</u>	<u>(20,798,907)</u>
<b>Total Costs</b>	<b>\$98,633,347</b>	<b>\$116,636,667</b>	<b>\$139,059,761</b>	<b>\$145,920,678</b>	<b>\$7,550,957</b>

\* Does not include cash transfers, contingencies or unappropriated balances. Program offers DO contain cash transfers, contingencies, and unappropriated balances. Due to the transition to a new ERP system, some services are now budgeted in different ledger categories.

## Successes and Challenges

The Department of Community Services Divisions have successfully met several significant milestones during FY 2020 and is committed to the challenges that lay ahead in FY 2021:

**Animal Services** – The division partnered with the University of Wisconsin Shelter Medicine program to conduct a full evaluation of operations, protocols and procedures to enhance the quality of care provided and provide for services catered to our community needs. Multnomah County is working with an outside agency to develop the programming and service delivery recommendations for the future animal shelter operations.

**Elections** – Once every four years, the Presidential General election takes place and this will occur on November 3, 2020 in fiscal year 2021. This election is different from all other elections in the four year cycle because of the significant spike in voter registration and ballots cast. This large increase in workload requires a significant increase in staffing and materials. The Elections Division continues to experience extraordinary sustained period of growth in registered voters. Through population growth and implementation of automatic voter registration, the County's active registered voter count has shot up by more than 100,000 voters since 2016 and is expected to continue to climb.

**Land Use Planning** – The program continues to implement the revised comprehensive plan through the development and implementation of land use code in close coordination with the community. Staff will focus on the development of code that will mitigate wildfire and landslide risk as well as provide a framework for regulating development of floating structures. New for next fiscal year is a necessary software change designed to enhance the customer experience for permit applications and increase transparency for the community by providing an online self-service portal for submitting applications, paying fees and looking up permit information.

**Transportation** – The Road Fund revenue has increased as a result of Oregon legislation passed in 2017. This legislation established stepped fee increases in both gas tax and vehicle registration fees over eight year period. Even with the new revenue, funding does not keep up with system needs. Update of the County Capital Improvement Plan and Program was completed in FY 2020. This update provided an in-depth review of existing conditions, improvement needs, and preliminary project development and cost estimates, and resulted in a prioritized transportation capital projects list. The Earthquake Ready Burnside Environmental Review Phase will continue through FY 2021 and is anticipated to be completed in December 2021. Infrastructure financing continues to be the most significant challenge still facing the Transportation Division. The division is actively looking for ways to fund much needed improvement to the County's system of roads and bridges.

### Diversity, Equity, and Inclusion

DCS remains committed to providing equitable and accessible services to the community from all backgrounds including the underserved and historically marginalized groups. The leadership team is utilizing the equity and empowerment lens in decision making around the budget, on programs provided and on delivery of services, recognizing who is burdened and/or most impacted by the decisions. We continue to practice inclusion by bringing in a broad spectrum of voices to help guide program planning and implementation through community involvement in our public meetings, Citizen Advisory Committees and the Planning Commission.

Following the Workforce Equity Strategic Plan to ensure safety, trust and belonging is established in the workplace environment, in FY 2020, DCS has hired an equity and organizational culture manager who is collaborating with Human Resources and Leadership to ensure that the department is achieving the metrics laid out in the plan. Efforts toward creating a diverse workplace that is also inclusive and equitable is a top priority. To that end, there is an Equity and Think Yes team also established in FY 2020, and a collaboration with the Center for Equity and Inclusion to create a strategic plan that upholds the County’s core values while making it applicable to the unique needs of the department and its divisions. We continue to have customized staff training in partnership with Organizational Learning and with the support of the equity and organizational culture manager so as to tend to our organizational culture.

### Budget by Division

Division Name	FY 2021 General Fund	Other Funds	Total Division Cost	Total FTE
Director’s Office	\$3,011,271	\$2,670,377	\$5,681,648	30.00
Animal Services	8,149,651	3,793,950	11,943,601	59.00
Elections	5,498,097	0	5,498,097	12.00
Land Use Planning	2,015,357	35,000	2,050,357	11.00
Transportation	<u>100,000</u>	<u>137,254,225</u>	<u>137,354,225</u>	<u>104.00</u>
<b>Total Community Services</b>	<b>\$18,774,376</b>	<b>\$143,753,552</b>	<b>\$162,527,928</b>	<b>216.00</b>

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



### 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

At DCS, we pride ourselves on our ability to not only meet our statutory requirements, but to provide services and programs that the community expects to have access to.

This year, DCS's budget was developed with a focused on three key elements: 1) our mission: to preserve harmony between natural and built environments, keep people and pets safe and ensure every voice is heard; 2) assessing programs and activities for which we are mandated by the federal, state, or local governments; and 3) with a diversity, equity and inclusion lens. These elements thread our diverse lines of businesses together to enable us to best serve our community.

The Department of Community Services, mission, vision and values are strongly aligned with Multnomah County Board of Commissioner's stated mission, vision and values. DCS remains focused on the health, public safety and the social justice of our communities. Assuring accessibility, equity, transparency and accountability of our policies and processes is deeply embedded in all of the work we do.

### 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 three programs/work units:

- Animal Care provides humane shelter, veterinary care, behavioral evaluation, and enrichment for homeless animals that are served by MCAS. Services include health examinations, vaccinations, spay/neuter surgery, general surgical interventions, micro-chipping, behavioral assessment/evaluation, daily enrichment and socialization, community information and referral, adoption and counseling, and foster care placement/coordination.
- Client Services provides administrative services, including: customer care for shelter visitors, phone customers, and e-business transactions; lost/found services and owner reunification; countrywide pet licensing and facility licensing programs; financial processing of all MCAS transactions; and all program communication activities including but not limited to media relations, social media, website, and weekly newsletters.
- Field Services Program (Animal Control) provides 24/7 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.

### Significant Changes

MCAS has continued to focus on ways to improve daily operations and services. The following is a brief outline of recent accomplishments/changes:

1. MCAS has partnered with the University of Wisconsin Shelter Medicine program to conduct a full evaluation of operations, protocols and procedures to enhance the quality of care provided and provide for services catered to our communities' needs.
2. Working closely with the Office of Emergency Management, MCAS has partnered with several local organizations and agencies to ensure the County is prepared to respond to animal related issues in the event of a disaster.
3. The Animal Health team upgraded its diagnostic equipment, including the installation of digital x-rays, creating improved diagnostic capabilities in-house.
4. In an effort to enhance accessibility and provide greater information to the public, a complete re-design of the shelter website, [multcopets.org](http://multcopets.org), will be completed by the end of FY 2020. The new site will provide improved navigation and resources, as well as, simplifying lost and found reporting.
5. The dog kennel renovation project will be completed in FY 2020, creating a calmer and less stressful shelter environment for the dogs in our care. Additionally, cat kennels will also be expanded creating larger spaces for cats.

### Elections

The Elections Division conducts transparent, accurate, accessible, and accountable elections in Multnomah County and maintains 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 elections include a wide range of races, from a water district commissioner to the 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 voter, 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 the main office, a voting center, and 27 other drop site locations, accepting and processing returned ballots, providing assistance to voters with disabilities and voters who speak languages other than English, counting ballots, and releasing results. During major elections, the division employs as many as 275 temporary workers. The division also provides voter education and outreach as a core service, working to identify and remove barriers to voter participation in underserved communities through building relationships, community engagement, and targeted education and outreach opportunities. In 2019, the Elections Division implemented the new campaign finance disclosure program and is responsible for investigating complaints.

### Significant Changes

Once every four years, the Presidential General election takes place and this will occur on November 3, 2020 in FY 2021. This election is different from all other elections in the four year cycle because of the significant spike in voter registration and ballots cast. It is very likely that Multnomah County will see records set for both total number of registered voters and total ballots cast. This large increase in workload requires a significant increase in staffing and materials. Program offer 90010B is a one-time-only offer that funds additional on-call Election Workers, two limited duration office assistant sr. positions, increased traffic support and security. This program will also provide funding to replace workstations and servers that are part of critical systems and supplies that are necessary to accommodate the Presidential General election.

### 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 collaborates with a range of community groups and agency partners to develop and implement federal, state, and local policies and laws that keep our community safe, prevent urban sprawl, preserve the rural farm and timber economy, protect the environment, and maintain the quality of life and rural character in our unincorporated communities.

Code Compliance ensures compliance with land use and transportation right-of-way rules. This helps preserve harmony, public health and safety. The compliance program is largely complaint driven, emphasizing a collaborative partnership approach for educating and working with property owners to achieve voluntary compliance.

The Solid Waste Licensing program licenses service providers for solid waste disposal and recycling in the rural unincorporated areas of the County to meet state and regional requirements ensuring waste is minimized and the remainder disposed of in a coordinated, efficient and responsible manner.

### Significant Changes

The Land Use Planning Division also has the responsibility of conducting erosion control inspections. The Compliance Section is responsible for completing these inspections because they travel throughout the County. This new duty was assigned just prior to a staff reduction during the last fiscal year, and has compounded the impact of the staff reduction on the Compliance Section's ability to respond to complaints from the community.

This year, staff are focusing on implementing policy from the Multnomah County Comprehensive Plan with an emphasis on addressing those policies that are safety related. Staff will focus on the development of code that will mitigate wildfire and landslide risk; as well as, provide a framework for regulating development of floating structures.

State Law obligates the Division to review land use applications within a specific time frame. Development of new Federal, State and Regional laws often obligates the County to adopt or revise existing ordinances in a specific time frame. Staff are looking at a number of housekeeping amendments to the zoning code that will better align the relevant review and approval process with the potential impact of the proposed development activity and achieve efficiencies and improved customer service.

### 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 and 24 bridges 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

Road Fund revenue has increased as a result of HB 2017. Even with the new revenue, funding does not keep up with system needs. Update of the County Capital Improvement Plan and Program was completed in FY 2020. This update provided an in-depth review of existing conditions, improvement needs, and preliminary project development and cost estimates and resulted in a prioritized transportation capital projects list. Capital projects completed in FY 2020 include the Cochran Rd Bridge and the Burnside Bridge Maintenance Project. The Earthquake Ready Burnside Environmental Review Phase will continue through FY 2021 and is anticipated to be completed in December 2021. A failed culvert on NW Rock Creek Rd required replacement.

The Transportation Division is working through the budgetary impacts of the decline in state and county dedicated transportation revenues resulting from COVID-19. Transportation's dedicated revenues generated through both gasoline consumption and trucking activity are in decline. Given the financial uncertainty of these dedicated revenues, Transportation will be implementing immediate short-term budget reductions; as well as, well lay the foundation for and in preparation of a long-term budget plan.

County staff are committed to developing budget reductions that reflect the County's commitment to equity, safety and access recommendation that will be based on what's ultimately best for the county as whole.

# Community Services

fy2021 adopted budget

## 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 2021 General Fund	Other Funds	Total Cost	FTE
<b>Director's Office</b>					
90000	Director's Office	\$1,617,667	\$100,725	\$1,718,392	7.00
90001	Human Resources	801,455	0	801,455	5.00
90002	Business Services	592,149	2,569,652	3,161,801	18.00
<b>Animal Services</b>					
90005	Animal Services Client Services	1,802,922	1,424,000	3,226,922	16.00
90006A	Animal Services Field Services	1,780,446	11,000	1,791,446	12.00
90006B	Animal Services Field Services Animal Control Officer 1	83,603	0	83,603	1.00
90006C	Animal Services Field Services Animal Control Officer 1	82,726	0	82,726	1.00
90007	Animal Services Animal Care	4,399,954	2,358,950	6,758,904	29.00
<b>Elections</b>					
90010A	Elections	4,945,919	0	4,945,919	12.00
90010B	Presidential Election	450,000	0	450,000	0.00
90010C	Election Access & Education	102,178	0	102,178	0.00
<b>Land Use Planning</b>					
90021	Land Use Planning	2,015,357	35,000	2,050,357	11.00
<b>Transportation</b>					
90012	County Surveyor's Office	0	4,584,279	4,584,279	11.00
90013	Road Services	100,000	14,522,796	14,622,796	58.00
90014	Levee Ready Columbia (IGA Obligation)	0	50,000	50,000	0.00
90015	Bridge Services	0	10,163,146	10,163,146	35.00
90018A	Transportation Capital	0	64,759,752	64,759,752	0.00
90022	State Transportation Improvement Fund/ Transit	0	1,234,038	1,234,038	0.00
90024	City Supplemental Payments	0	41,940,214	41,940,214	0.00
<b>Total Community Services</b>		<b>\$18,774,376</b>	<b>\$143,753,552</b>	<b>\$162,527,928</b>	<b>216.00</b>

\*The above amounts include the non-represented wage freeze, which is a freeze on the Cost of Living Adjustment for all non-represented positions and a freeze on merit increases for non-represented positions earning over \$100,000. The wage freeze resulted in \$140,040 of General Fund savings and \$115,218 Other Funds savings. The Other Funds reduction was offset by an increase in other personnel expenditures so that the total appropriations remained unchanged.

**Department:** Community Services

**Program Contact:** Kim Peoples

**Program Offer Type:** Administration

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The Department of Community Services administers land use and transportation services, animal service programs and facilities, survey of land within the County as prescribed by state and local code, and county election duties as prescribed by state and federal law. The Director's Office leads, manages and oversees both mandated and non-mandated department services.

### Program Summary

The Director's Office is accountable to the Chair, the Board of County Commissioners and the community for leadership and management of Animal Services, Elections, Land Use Planning, Transportation and the Surveyor's Office for the provision of accessible, cost efficient and quality services. The Director works with Division Managers to establish priorities and strategies and provides support to accomplish program delivery in alignment with Board policies.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of development trainings attended by department leadership and key leaders	6	6	10	6
Outcome	Percent of employees receiving an annual evaluation	100%	100%	100%	100%

### Performance Measures Descriptions

Development trainings address supervisory, management and leadership competencies, and include the Executive Learning Series and trainings scheduled with the Center for Equity and inclusion work with DCS Equity and Think Yes for DCS committee. Percent of employees receiving an annual evaluation reflects the desired outcome that all employees receive performance feedback from their supervisor every year.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,135,873	\$74,640	\$1,139,543	\$79,105
Contractual Services	\$167,500	\$0	\$160,000	\$0
Materials & Supplies	\$45,912	\$0	\$43,412	\$0
Internal Services	\$302,360	\$4,874	\$274,712	\$21,620
<b>Total GF/non-GF</b>	<b>\$1,651,645</b>	<b>\$79,514</b>	<b>\$1,617,667</b>	<b>\$100,725</b>
<b>Program Total:</b>	<b>\$1,731,159</b>		<b>\$1,718,392</b>	
<b>Program FTE</b>	6.00	1.00	6.00	1.00

Program Revenues				
Intergovernmental	\$0	\$79,514	\$0	\$100,725
Other / Miscellaneous	\$1,377,925	\$0	\$1,209,780	\$0
<b>Total Revenue</b>	<b>\$1,377,925</b>	<b>\$79,514</b>	<b>\$1,209,780</b>	<b>\$100,725</b>

Explanation of Revenues

This program generates \$9,176 in indirect revenues.  
 The Director's Office is supported by department indirect (Cost Allocation Plan), County General Fund and Transportation Fund.

Significant Program Changes

Last Year this program was: FY 2020: 91000A-20 Director's Office

No significant changes to report.



**Department:** Community Services      **Program Contact:** Cynthia Trosino  
**Program Offer Type:** Support              **Program Offer Stage:** As Adopted  
**Related Programs:** 90000, 90002  
**Program Characteristics:**

### Executive Summary

The Department of Community Services Human Resources program provides direct support to Division Managers and to all current and prospective employees. Services provided by the Human Resources program include, but are not limited to, recruitment and selection services, performance management, employee orientation and organizational development, succession planning and consultative services regarding a wide range of management, and employee and labor relations issues.

### Program Summary

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

- DCS Human Resources staff consults and advises management and employees on interpreting and applying the County's human resources performance planning process, personnel rules, policies, procedures, collective bargaining and labor agreements, and other applicable laws and regulations governing public sector employment.
- The program provides DCS managers with additional support in the form of recruitment and retention services, performance management consultation, discipline and grievance processing, and dispute resolution.
- The program facilitates the department's Family Medical Leave Act (FMLA) and Oregon Family Leave Act (OFLA) requirements, maintains its personnel records and provides an essential liaison relationship with the County's Central Human Resources and Labor Relations staff.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Average days to fill recruitments	74	35	50	60
Outcome	Percent of new employees provided a 30-day new hire survey	100%	100%	100%	100%

### Performance Measures Descriptions

Average days to fill recruitments represents the speed with which HR fills positions, beginning with the requisition receipt and ending when a job offer is accepted by a candidate. Percent of new employees provided a 30-day new hire survey represents our goal to ensure that all new employees have the opportunity to share what is and is not working and support organizational improvement.

## Legal / Contractual Obligation

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

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$763,342	\$0	\$798,303	\$0
Materials & Supplies	\$2,500	\$0	\$2,500	\$0
Internal Services	\$0	\$0	\$652	\$0
<b>Total GF/non-GF</b>	<b>\$765,842</b>	<b>\$0</b>	<b>\$801,455</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$765,842</b>		<b>\$801,455</b>	
<b>Program FTE</b>	5.00	0.00	5.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

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

## Significant Program Changes

Last Year this program was: FY 2020: 91001-20 Human Resources

No significant changes in this program offer.



**Program #90002 - Business Services**

7/16/2020

**Department:** Community Services      **Program Contact:** Tom Hansell  
**Program Offer Type:** Support      **Program Offer Stage:** As Adopted  
**Related Programs:** 90000, 90001  
**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 and accounts payable, payroll, contracts and purchasing. Staff members serve as liaisons between the department and internal service providers such as the 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: The Dunthorpe-Riverdale Sanitary Sewer and Mid-Multnomah County Street Lighting Service Districts.

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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total dollars spent by DCS	\$100M	\$142M	\$ 113 M	\$ 163 M
Outcome	Percentage of invoices paid on time	84%	95%	85%	95%

**Performance Measures Descriptions**

Total dollars spent by DCS provides a general measurement of the activity level of Business Services. 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. Our goal is to increase the percentage of vendors paid on time using the new Workday financial system.

## Legal / Contractual Obligation

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

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>
Personnel	\$543,966	\$1,908,743	\$535,794	\$2,028,883
Contractual Services	\$5,000	\$31,000	\$5,000	\$16,500
Materials & Supplies	\$4,980	\$42,180	\$4,980	\$49,100
Internal Services	\$7,903	\$466,389	\$46,375	\$475,169
<b>Total GF/non-GF</b>	<b>\$561,849</b>	<b>\$2,448,312</b>	<b>\$592,149</b>	<b>\$2,569,652</b>
<b>Program Total:</b>	<b>\$3,010,161</b>		<b>\$3,161,801</b>	
<b>Program FTE</b>	3.00	15.00	3.00	15.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$1,820,563	\$0	\$1,795,349
Other / Miscellaneous	\$0	\$224,620	\$0	\$363,059
Beginning Working Capital	\$0	\$298,079	\$0	\$311,244
Service Charges	\$0	\$105,050	\$0	\$100,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,448,312</b>	<b>\$0</b>	<b>\$2,569,652</b>

## Explanation of Revenues

This program generates \$229,257 in indirect 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 Service 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 2020: 91002-20 Business Services

No significant changes in this program offer.

<b>Department:</b>	Community Services	<b>Program Contact:</b>	Wade Sadler
<b>Program Offer Type:</b>	Existing Operating Program	<b>Program Offer Stage:</b>	As Adopted
<b>Related Programs:</b>	90006, 90007		
<b>Program Characteristics:</b>			

### Executive Summary

The Multnomah County Animal Services (MCAS) 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, management of the countywide pet licensing program, intake service for animals entering the shelter and management of lost and found services.

### Program Summary

The Animal Services Client Services program delivers the following services:

- Phone services provide information, assistance and referral for 50,000 annual phone customers. Regular business phone lines are staffed six days a week, providing approximately 50 hours of service each week.
- Visitor services assist with walk-in customers who visit the shelter, processes all transactions for animal intake, conducts animal adoptions, manages lost and found reports, responds to calls for field services, helps owners reclaim animals and provides general information and referral.
- Pet licensing processes all pet licensing, including license sales and renewals through the mail, license sales by veterinary partners in the community and online sales via multcopets.org; performs data entry for all animals in the shelter; and manages billing and collection services.
- Program communications manages press releases, website content, social media postings and weekly newsletters.
- Grant writing and management seeks funding from external sources.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Pet licenses processed	46,869	50,000	50,000	50,000
Outcome	Private donations (dollars)	\$684,532	\$115,000	\$120,000	\$115,000

### Performance Measures Descriptions

Pet licenses processed includes only licenses that have 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 the result of occasional bequests assigned to Animal Services. In FY19, there was a significant bequest donated that was unanticipated, accounting for the significant difference.

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,581,695	\$0	\$1,568,505	\$0
Contractual Services	\$46,000	\$16,000	\$91,000	\$14,240
Materials & Supplies	\$20,500	\$0	\$27,300	\$9,968
Internal Services	\$96,844	\$0	\$116,117	\$0
Cash Transfers	\$0	\$1,697,000	\$0	\$1,399,792
<b>Total GF/non-GF</b>	<b>\$1,745,039</b>	<b>\$1,713,000</b>	<b>\$1,802,922</b>	<b>\$1,424,000</b>
<b>Program Total:</b>	<b>\$3,458,039</b>		<b>\$3,226,922</b>	
<b>Program FTE</b>	16.00	0.00	16.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$1,680,000	\$0	\$1,374,000
Other / Miscellaneous	\$0	\$28,000	\$0	\$50,000
Financing Sources	\$1,697,000	\$0	\$1,399,792	\$0
Service Charges	\$0	\$5,000	\$0	\$0
<b>Total Revenue</b>	<b>\$1,697,000</b>	<b>\$1,713,000</b>	<b>\$1,399,792</b>	<b>\$1,424,000</b>

## Explanation of Revenues

In the General Fund, the 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.

Specifically, MCAS currently processes approximately 50,000 pet licences per year which would generate approximately \$1,728,500 in revenue and \$58,500 in fines related to license non-compliance.

## Significant Program Changes

**Last Year this program was:** FY 2020: 91005A-20 Animal Services Client Services

Animal Services is pursuing a legislative change to decouple proof of rabies at time of an animal license issuance. The legislative update is forecasted to promote increased revenues from license sales. Forecasted revenues are expected to continue to decline until proof of rabies is decoupled from license fee process. FY20 collection had been lower than budget, therefore, we reduced our planned revenue for FY21 to better reflect the actual collection rate.

**Department:** Community Services      **Program Contact:** Wade Sadler  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Adopted  
**Related Programs:** 90005, 90007  
**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; enforcement of city, county and state laws; and 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 comprehensive, 24-hour animal control services with the primary function of providing public safety to all cities and unincorporated areas in Multnomah County. Such services include, but are not limited to, responding to dangerous dog attacks, investigating reports of animal bites, quarantining animals due to suspected rabies exposure, picking up stray animals and assisting law enforcement agencies as first responders for animal related situations (house fires, arrests, vehicle accidents, etc.). This program is also responsible for ensuring the welfare of the animals in the County by responding to and investigating all cases involving suspected animal abuse/neglect/abandonment, investigating reports of dog fighting activities and ensuring that humane standards of care are provided to all animals in licensed animal facilities (boarding facilities, breeding kennels, retail stores, rescue entities, etc.). Additionally, Field Services responds to calls regarding animal nuisance complaints (barking dogs, free-roaming cats, etc.) and provides community education and information related to responsible pet ownership and compliance with city, county, and state laws involving animals. Lastly, this program is responsible for handling all public records requests and for the coordination of all administrative hearings involving animal-related county ordinance violations.

The primary function of the Field Services program is to ensure public safety and adherence to all applicable laws/ordinances while also ensuring the safety and well-being of animals in Multnomah County. Daily services are provided county-wide and directly benefit all persons in Multnomah County. Due to the high number of low-income and homeless persons in the County, a large percentage of time is dedicated to assisting these populations. Such services often include, but are not limited to, responding to dog bites within homeless camps, emergency veterinary needs, stray dog issues due to limited secure enclosures or leash compliance and emergency boarding needs due to incarceration, eviction or owner medical/mental health crises. As such, the Field Services program provides extremely important service to many disadvantaged pet owners who would not be able to retain their animals without the assistance of these services.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of calls responded to by officer	5,507	6,000	6,000	7,500
Outcome	Deceased animals picked up by officer	1,074	1,200	1,200	0

**Performance Measures Descriptions**

Number of calls responded to by officer reflects complaints received by dispatch that ACO-2 positions respond to over the course of a year, based on 8.00 FTE. The elimination of 2.00 FTE ACO-1 will impact call response times, requiring ACO-2's to respond to an additional 1,500 calls per year. This measure includes finalized calls and calls that are still being worked by an officer. Deceased animal pick up will be completely eliminated with the elimination of ACO-1 positions.

## Legal / Contractual Obligation

ORS 609.010 to 609.190 Animal Control mandates, ORS 609.205 prohibitions against keeping wild or exotic animals. ORS 433.340 - 433.390 Rabies Control and Multnomah County Code Chapter 13 provides local regulations for animal ownership.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>
Personnel	\$1,396,656	\$0	\$1,267,616	\$0
Contractual Services	\$137,500	\$700	\$157,500	\$275
Materials & Supplies	\$38,000	\$0	\$43,000	\$0
Internal Services	\$337,359	\$0	\$312,330	\$0
Cash Transfers	\$0	\$11,300	\$0	\$10,725
<b>Total GF/non-GF</b>	<b>\$1,909,515</b>	<b>\$12,000</b>	<b>\$1,780,446</b>	<b>\$11,000</b>
<b>Program Total:</b>	<b>\$1,921,515</b>		<b>\$1,791,446</b>	
<b>Program FTE</b>	14.00	0.00	12.00	0.00

<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$4,500	\$0	\$2,500
Other / Miscellaneous	\$0	\$7,500	\$0	\$8,500
Financing Sources	\$11,300	\$0	\$10,725	\$0
<b>Total Revenue</b>	<b>\$11,300</b>	<b>\$12,000</b>	<b>\$10,725</b>	<b>\$11,000</b>

## Explanation of Revenues

This program is supported by County General Funds.

## Significant Program Changes

**Last Year this program was:** FY 2020: 91006A-20 Animal Services Field Services

No significant changes in this program offer.



**Department:** Community Services **Program Contact:** Wade Sadler  
**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted  
**Related Programs:** 90006A  
**Program Characteristics:**

**Executive Summary**

As a result of budget constraints for FY21, the Field Services program was reduced by 2.00 FTE Animal Control Officer-1 (ACO-1) positions. This program offer is submitted as a request to restore one 1.00 FTE of these positions as originally funded. The Field Services program delivers comprehensive animal control services with the primary function of providing public safety to all cities and unincorporated areas in Multnomah County regarding animal related issues. Service is provided to the community seven days a week.

**Program Summary**

The Field Services program delivers comprehensive, 24-hour animal control services with the primary function of providing public safety to all cities and unincorporated areas in Multnomah County. Services provided by the ACO-1 position include, quarantining animals due to suspected rabies exposure, picking up stray animals from the public, performing welfare checks, and assisting ACO-2's and law enforcement agencies as first responders for animal related situations (house fires, arrests, vehicle accidents, etc.). The ACO-1 position also assists ACO-2's in responding to dangerous dog attacks or aggressive animals that endanger people or other animals.

This program offer is submitted as a request to restore one (1) of the two (2) the eliminated ACO-1 positions to the Field Services program. The current staffing pattern for the program consists of 8.00 FTE ACO-2 and 2.00 FTE ACO-1 positions covering five districts, seven days per week. In order to provide the greatest amount of coverage each day, these positions are scheduled for 10-hour shifts for 4 work days per week, with contracted services providing emergency-only coverage during the evening/night time hours. There is only one (1) ACO-1 position working any given day to cover the entire county. As such, a reduction of 1.00 FTE for this work unit is a 50% reduction in service capacity for this position. This reduction will limit resources to meet the needs of the community. Specific impacts will include the following: 1) MCAS would no longer have the ability to pick up deceased animals from roadways or public right of ways throughout the County due to staffing capacity; 2) Termination of reciprocal vet agreements to provide emergency medical care for sick and injured animals in the community. These agreements would not be able to continue because we would not be able to provide cremation pick-up services for these vets any longer, resulting in them not being willing to provide gratis emergency care. This will result in longer transit times for sick and injured animals, resulting in an increased risk of unnecessarily prolonged suffering, or death in transit; 3) Response times will be longer than desired due to limited number of officers available to respond, resulting in delayed response to public safety issues such as animals in distress, animals in traffic, and welfare checks ; 4) ACO-2 workloads will increase, especially during the peak season, resulting in greater use of overtime; and 5) The program will have greater difficulty meeting daily demands when officers are on vacation or sick, leaving the team even more short-handed in the field.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of calls responded to by Animal Control Officer 1				1,900
Outcome	Strays picked up from members of the public				1,200

**Performance Measures Descriptions**

Number of calls responded to by officer reflects complaints received by dispatch that one (1) ACO-1 position is able to respond to and includes stray pick up. This measure includes finalized calls and calls that are still being worked by an officer. Stray animal pick up reflects the number of animals picked up from a good samaritan that did not have the ability to bring the lost pet to the shelter. Deceased animals would still not be able to be picked up with only one (1) ACO-1 restoration, as the priority would be to relieve the pressure of additional calls from the ACO-2 positions.

## Legal / Contractual Obligation

The Animal Control Officer 1 (ACO-1) position, although it is not mandated, the community has become accustomed to the services they provide such as picking up stray and deceased animals and supporting Animal Control Officer 2's (ACO-2) in responding to calls.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$83,603	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$83,603</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$83,603</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by County General Funds.

## Significant Program Changes

**Last Year this program was:** FY 2020: 91006A-20 Animal Services Field Services

No significant changes in this program offer.



**Program #90006C - Animal Services Field Services Animal Control Officer 1** 7/16/2020

**Department:** Community Services **Program Contact:** Wade Sadler  
**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted  
**Related Programs:** 90006A  
**Program Characteristics:**

**Executive Summary**

As a result of budget constraints for FY 2021, the Field Services program was reduced by 2.00 FTE Animal Control Officer-1 (ACO-1) positions. This program offer is submitted as a request to restore the second of two positions as originally funded. The Field Services program delivers comprehensive animal control services with the primary function of providing public safety to all cities and unincorporated areas in Multnomah County regarding animal related issues. Service is provided to the community seven days a week.

**Program Summary**

The Field Services program delivers comprehensive, 24-hour animal control services with the primary function of providing public safety to all cities and unincorporated areas in Multnomah County. Services provided by the ACO-1 position include, but are not limited to, quarantining animals due to suspected rabies exposure, picking up stray animals from the public, performing welfare checks, and assisting ACO-2's and law enforcement agencies as first responders for animal related situations (house fires, arrests, vehicle accidents, etc.). The ACO-1 position also assists ACO-2's in responding to dangerous dog attacks or apprehending loose aggressive animals that endanger people or other animals. This position also supports the public with support and resources for pet retention.

This program offer is submitted as a request to restore the second eliminated ACO-1 position to the Field Services program. The current staffing pattern for the program consists of 8.00 FTE ACO-2 and 2.00 FTE ACO-1 positions covering five districts, seven days per week. In order to provide the greatest amount of coverage each day, these positions are scheduled for 10-hour 4 work days shifts per week, with contracted services providing emergency-only coverage during the evening/night time hours. There is only one (1) ACO-1 position working any given day to cover the entire County. As such, a reduction of the second 1.00 FTE for this work unit is a 100% reduction in service capacity for this position and will limit resources to meet the needs of the community. Specific impacts will include the following: 1) MCAS would no longer have the ability to pick up deceased animals from roadways or public right of ways throughout the County due to staffing capacity; 2) Response times will be longer than desired due to limited number of officers available to respond, resulting in delayed response to public safety issues such as animals in distress, animals in traffic, and welfare checks; 3) ACO-2 workloads will increase, especially during the peak season, resulting in greater use of overtime; and 4) The program will have greater difficulty meeting daily demands when officers are on vacation/sick, leaving the team even more shorthanded in the field, with no ACO-1's available to support the program.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of calls responded to by ACO-1				2,400
Outcome	Deceased Animal Pick-Up				1,200

**Performance Measures Descriptions**

Number of calls responded to by officer reflects complaints received by dispatch that two (2) ACO-1 positions are able to respond to and includes deceased animal pick ups. This measure includes finalized calls and calls that are still being worked by an officer. Deceased animal pick up reflects the number of animals picked up from public roads and right-of-ways. Restoring both ACO-1 positions will allow MCAS to maintain current service levels provided to and expected by the public.

## Legal / Contractual Obligation

The Animal Control Officer 1 (ACO-1) position, although it is not mandated, the community has become accustomed to the services they provide such as picking up stray and deceased animals and supporting Animal Control Officer 2's in responding to calls.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$82,726	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$82,726</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$82,726</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by County General Funds.

## Significant Program Changes

**Last Year this program was:** FY 2020: 91006A-20 Animal Services Field Services

No significant changes in this program offer.

**Department:** Community Services      **Program Contact:** Wade Sadler  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Adopted  
**Related Programs:** 90005, 90006  
**Program Characteristics:**

**Executive Summary**

The Animal Care program provides humane shelter and veterinary care 365 days a year for 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: (1) Provides a clean, comfortable, safe and healthy environment to house and care for all animals that enter the shelter. (2) Reunites animals with their owners. (3) Provides lost and found pet services. (4) Provides pet adoption services. (5) Provides shelter medicine and veterinary hospital services, which include veterinary health care and treatment for all shelter animals, spay and neuter surgeries for adopted animals and subsidized veterinary services for low income pet owners. (6) Provides animal behavioral assessment and training services to determine adoption suitability or transfer to partner organizations. (7) 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 are: 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Animal intake at the shelter (number of animals)	5,679	5,600	5,600	5,600
Outcome	Live Release Rate - dogs (calendar year)	92%	92%	92%	92%
Outcome	Live Release Rate - cats (calendar year)	90%	90%	90%	90%

**Performance Measures Descriptions**

Animal intake rate is a key predictor of shelter staffing and expenditures. Live Release Rate is an industry benchmark calculated on the calendar year that represents the percent of all animals returned to owner, adopted or transferred to placement partners.

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,776,146	\$132,500	\$2,917,223	\$50,000
Contractual Services	\$144,000	\$484,275	\$132,000	\$886,500
Materials & Supplies	\$234,755	\$183,405	\$195,351	\$293,000
Internal Services	\$1,093,823	\$0	\$1,155,380	\$0
Capital Outlay	\$0	\$0	\$0	\$11,000
Cash Transfers	\$0	\$299,000	\$0	\$326,000
Unappropriated & Contingency	\$0	\$230,871	\$0	\$792,450
<b>Total GF/non-GF</b>	<b>\$4,248,724</b>	<b>\$1,330,051</b>	<b>\$4,399,954</b>	<b>\$2,358,950</b>
<b>Program Total:</b>	<b>\$5,578,775</b>		<b>\$6,758,904</b>	
<b>Program FTE</b>	29.00	0.00	29.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$312,000	\$0	\$352,000
Other / Miscellaneous	\$0	\$114,500	\$0	\$114,500
Financing Sources	\$299,000	\$0	\$326,000	\$300,000
Beginning Working Capital	\$0	\$891,551	\$0	\$1,580,450
Service Charges	\$0	\$12,000	\$0	\$12,000
<b>Total Revenue</b>	<b>\$299,000</b>	<b>\$1,330,051</b>	<b>\$326,000</b>	<b>\$2,358,950</b>

## 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). Beginning Working Capital represents donation funds carried over from the previous fiscal year.

## Significant Program Changes

**Last Year this program was:** FY 2020: 91007-20 Animal Services Animal Care

The program is in the process of 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). \$300,000 from the sale proceeds of County land in Troutdale will be transferred to support ongoing planning for the future capital needs of the Animal Shelter. The Other Fund balance growth in fiscal year 2021 is due to a large bequest received in May 2019 and the \$300,000 cash transfer planned in fiscal year 2021. These funds will be used to support programming and service delivery recommendations identified in the University of Wisconsin Shelter Medicine Report. The University of Wisconsin Team evaluated operations, protocols, and procedures to enhance the quality of care provided and provide for services catered to our community needs.

**Department:** Community Services  
**Program Offer Type:** Existing Operating Program  
**Related Programs:** 90010B and 90010C

**Program Contact:** Tim Scott  
**Program Offer Stage:** As Adopted

**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 transparent, accurate, accessible and accountable elections in Multnomah County and maintains the public's confidence and trust in the elections process. The Division conducts all local, city, county, state and federal elections for the citizens of all political districts within Multnomah County. Elections include votes on ballot measures and all elected offices from the local level to the federal level.

Conducting elections involves many processes including 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 the main office, a satellite voting center and 27 other drop site locations; accepting and processing returned ballots; providing assistance to voters with disabilities and voters who speak languages other than English; counting ballots; and releasing results. During major elections, the Elections Division brings on as many as 275 temporary workers to assist its 12 full time staff.

The Elections Division also conducts the Voter Education and Outreach program as part of its core services. The program works to identify and remove barriers to voter participation in underserved communities through building relationships, community engagement and targeted education and outreach opportunities. The Voter Education and Outreach 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.

New in 2019, Elections implemented the new campaign finance disclosure program put in place by the Board in December 2019. Elections is responsible for educating candidates about the new requirement and is responsible for investigating complaints.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percentage of voters using ballot tracking	10%	11%	11%	0%
Outcome	Percent of customers who are satisfied with counter service	100%	97%	98%	97%
Efficiency	Personnel cost per 1,000 ballots cast	\$840	\$1,000	\$1,000	\$950

**Performance Measures Descriptions**

Percent of voters using ballot tracking is percent of voters using BallotTrax to track and receive messages about ballot status - not funded in this offer. Percent of customers satisfied with counter service is percent of customers indicating that service met or exceeded expectations. FY 2019 Actual for the personnel cost per 1,000 ballots cast measure is for the 2018 general, FY 2020 Purchased and FY 2020 Estimate are for the presidential primary election and FY 2021 Offer is for the presidential general.



## Legal / Contractual Obligation

Multnomah County Code of Ordinances, Chapter 5, describes the process for county initiative/referendum petitions and how to fill vacancies in county elective offices. Multnomah County Administrative Rules, Multnomah County Language and Effective Communication Policy, Oregon Administrative Rules, Chapter 165, addresses state-wide uniformity in the conduct of elections. Oregon Revised Statutes, Chapters 246 through 260, provide legal authority for conducting elections in Oregon. Federal mandates (Title VI of the Civil Rights Act, 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,868,950	\$0	\$1,946,202	\$0
Contractual Services	\$1,126,387	\$0	\$1,442,128	\$0
Materials & Supplies	\$707,172	\$0	\$436,287	\$0
Internal Services	\$1,080,089	\$0	\$1,121,302	\$0
<b>Total GF/non-GF</b>	<b>\$4,782,598</b>	<b>\$0</b>	<b>\$4,945,919</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$4,782,598</b>		<b>\$4,945,919</b>	
<b>Program FTE</b>	12.00	0.00	12.00	0.00

Program Revenues				
Intergovernmental	\$75,000	\$0	\$80,000	\$0
Other / Miscellaneous	\$0	\$0	\$21,659	\$0
Service Charges	\$1,199,121	\$0	\$1,362,459	\$0
<b>Total Revenue</b>	<b>\$1,274,121</b>	<b>\$0</b>	<b>\$1,464,118</b>	<b>\$0</b>

## 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 \$6,650 for reimbursement of costs related to petition processing. Two smaller special elections are included in the FY 2020 budget at \$350,000 each. The May Special District Election is also in the budget at \$631,179. Budget amounts for these special elections are calculated at 100% reimbursement. Reimbursement for the Presidential general election in November 2020 is budgeted at 3%, or \$24,630. Revenue also includes \$80,000 in projected revenue from the State for costs associated with Oregon Motor Voter. This funds 1.00 FTE whose primary job function is to process new voter registrations, many of which originate from the DMV.

## Significant Program Changes

**Last Year this program was:** FY 2020: 91010A-20 Elections

In order to meet the 2% general fund constraint this program offer was reduced by \$102,178. In anticipation of unprecedented interest in and turnout for the November 2020 Presidential general election, the Elections Division prioritized statutorily mandated functions like voter registration and printing, mailing and processing ballots. To cover the reduction, Elections was unable to fund the ballot tracking and voter communication program or the November 2020 voters' pamphlet. Neither of these items are statutorily mandated but they are key components to voter engagement, education and access. Related program offer 90010C has been submitted to request restoration of those two popular programs.



**Department:** Community Services      **Program Contact:** Tim Scott  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Adopted  
**Related Programs:** 90010A  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

In anticipation of unprecedented interest in and turnout for the 2020 presidential election cycle, this program offer will provide one-time-only funding for additional temporary and limited duration staffing, supplies and technology that will support an accurate, transparent and efficient November 3, 2020 Presidential Election.

**Program Summary**

The presidential general election is the largest election in the 4-year cycle. Voter registration, customer service demand and ballot turnout increase with high turnout elections. In order to be prepared, Elections must increase staffing to support extra demand, purchase additional supplies and replace technology that supports critical systems.

The Elections Division operates year round with 12.00 FTE and obtains additional capacity with a large pool of on-call, temporary election workers. In large election cycles like this one, Elections will need to utilize up to 300 on-call workers for everything from voter outreach to processing returned ballots. New this cycle, Elections will supplement its full time staff with two limited duration office assistant senior positions to improve the ratio of full time to on-call staff. Funding will also be used to pay for additional traffic control and security at all Election facilities.

Elections has seen significant growth in voter registration since the last Presidential election cycle which, combined with anticipated high turnout could lead to more than 100,000 more ballots returned for the November 2020 general election. Funds from this program offer will purchase additional supplies that will support the processing of up to 500,000 ballots returned such as, additional carts, trays, shelving and boxes for collecting ballots from drop sites.

In order to be ready for the November election, Elections will need to replace many work stations and servers that support critical systems. These computers are approaching end of life and need to be replaced to ensure smooth operation of these systems throughout the election cycle. Additionally some of the funds from this program offer will be used to enhance security, covering items such as additional video cameras and fire suppression systems for 24 hour ballot drop boxes.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of election planning meetings attended by temporary staff	N/A	8	8	10
Outcome	Average number of days the Voting Center Express is open to the public	13	15.5	17.5	17.5

**Performance Measures Descriptions**

Number of election planning meetings attended by temporary staff captures the need to develop effective, well-trained temporary staff to support the 2020 election cycle. Average number of days the Voting Center Express is open to the public captures a key service that will be expanded through this program offer.

## Legal / Contractual Obligation

Multnomah County Code of Ordinances, Chapter 5, describes the process for county initiative/referendum petitions and how to fill vacancies in county elective offices. Multnomah County Administrative Rules, Multnomah County Language and Effective Communication Policy, Oregon Administrative Rules, Chapter 165, addresses state-wide uniformity in the conduct of elections. Oregon Revised Statutes, Chapters 246 through 260, provide legal authority for conducting elections in Oregon. Federal mandates (Title VI of the Civil Rights Act, 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$253,667	\$0
Contractual Services	\$0	\$0	\$44,000	\$0
Materials & Supplies	\$0	\$0	\$152,333	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$450,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$450,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

Additional revenue associated with the Presidential General Election has been included in the regular Elections program offer 90010A.

## Significant Program Changes

Last Year this program was:

**Department:** Community Services  
**Program Offer Type:** Existing Operating Program  
**Related Programs:** 90010A

**Program Contact:** Tim Scott  
**Program Offer Stage:** As Adopted

**Program Characteristics:**

**Executive Summary**

This program offer will restore funding for the ballot tracking and voter messaging service and the November 2020 general election voters' pamphlet. These two programs were cut to cover the Elections Division's 2% general fund budget constraint.

**Program Summary**

Due to the anticipated volume of the November 2020 Presidential election, the Elections Division focused its constrained program offer 90010A on statutorily mandated functions like voter registration, printing, mailing and processing ballots and was unable to fund the ballot tracking and voter communication program or the November 2020 voters' pamphlet. Neither of these items are statutorily mandated but they are key components to voter engagement, education and access. Program offer 90010C is an offer to restore the 2% general fund budget constraint requested for FY 2021 and thereby restoring these two popular programs.

The ballot tracking program called BallotTrax was introduced in 2015 as a way to provide voters more information about the location and status of their ballot throughout the election cycle. Voters can sign up to receive messages delivered by text, email or phone that tell them when their ballot will be delivered, when it has been received, when it is accepted for counting or if there is a problem that requires follow up. BallotTrax provides transparency that helps voters feel confident that the election process is working.

The County voters' pamphlet is the Elections Division's most broadly distributed education and outreach tool. It is mailed to every household and contains basic information about voter registration and voting in the County's six most commonly spoken languages. It is also an inexpensive advertising option for candidates who may not otherwise be able to afford the kind of reach that the voters' pamphlet delivers. In the County voters' pamphlet candidates from all jurisdictions can file a statement for between \$50 and \$300 and any measure, with arguments, can be printed. If the County doesn't produce a pamphlet, candidates for only some offices have the option to file statements in the State voters' pamphlet but it is twice as costly, and not all measures for all jurisdictions can be printed in the State voters' pamphlet.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percentage of voters using ballot tracking	10%	11%	11%	12%
Outcome	Number of candidates filed in County voters' pamphlet	N/A	N/A	N/A	20

**Performance Measures Descriptions**

Percent of voters using ballot tracking is percent of voters using BallotTrax to track and receive messages about ballot status. Number of candidates filed in County voters' pamphlet measures the number of candidates that will be able to file if this restoration offer is purchased that would not be able to file in the State Pamphlet.

## Legal / Contractual Obligation

Multnomah County Code of Ordinances, Chapter 5, describes the process for county initiative/referendum petitions and how to fill vacancies in county elective offices. Multnomah County Administrative Rules, Multnomah County Language and Effective Communication Policy, Oregon Administrative Rules, Chapter 165, addresses state-wide uniformity in the conduct of elections. Oregon Revised Statutes, Chapters 246 through 260, provide legal authority for conducting elections in Oregon. Federal mandates (Title VI of the Civil Rights Act, 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>
Personnel	\$45,226	\$0	\$0	\$0
Contractual Services	\$60,024	\$0	\$102,178	\$0
<b>Total GF/non-GF</b>	<b>\$105,250</b>	<b>\$0</b>	<b>\$102,178</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$105,250</b>		<b>\$102,178</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

There are no revenues associated with this program.

## Significant Program Changes

**Last Year this program was:** FY 2020: 91010C-20 Elections Restoration - Sept 2019, Nov 2019 and Mar 2020 Elections

This program offer will restore reductions made in the Elections main program offer, 90010A. In anticipation of unprecedented interest in and turnout for the November 2020 Presidential general election, the Elections Division prioritized statutorily mandated functions like voter registration and printing, mailing and processing ballots. To cover the reduction, Elections was unable to fund the ballot tracking and voter communication program or the November 2020 voters' pamphlet. Neither of these items are statutorily mandated but they are key components to voter engagement, education and access. This program offer, 90010C, has been submitted to request restoration of those two popular programs.

**Department:** Community Services  
**Program Offer Type:** Existing Operating Program  
**Related Programs:** 90013, 90015, 90018

**Program Contact:** Jim Clayton  
**Program Offer Stage:** As Adopted

**Program Characteristics:**
**Executive Summary**

The County Surveyor's Office provides maintenance and restoration of public land survey corners, reviews and files surveys and land division plats, provides survey records to the public, and provides survey 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 survey records. 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 and 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 is 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 on county roads and bridges. Current projects include NE Arata Road and NE 238th/242nd Drive Improvement Projects.
- Provide surveying support for County departments and local agencies. The program provides ongoing support to Road and Bridge Engineering and Road Maintenance for various projects (other than CIP).
- Provide surveying expertise to the public, County, and local agencies.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of public land corner visits performed	106	100	110	100
Outcome	Percent of plats reviewed within 21 days	93.0%	95%	98%	95%
Output	Number of plats reviewed for approval	172	150	185	170
Output	Number of images added to SAIL website	1152	1100	1350	1200

**Performance Measures Descriptions**

The Surveyor's Office performs regular maintenance on over 1,000 public land survey corners on a 7 to 10 year cycle as well as addressing other work on these corners as needed. The County Surveyor approves all land division plats in the County and all cities within it. Our goal to review plans within 21 calendar days of submittal represents an ambitious timeline that allows projects to move forward quickly. The Surveyor's Office makes survey-related records available to the public on our SAIL website. adding new images weekly.

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,479,496	\$0	\$1,551,676
Contractual Services	\$0	\$9,500	\$0	\$82,347
Materials & Supplies	\$0	\$49,450	\$0	\$74,500
Internal Services	\$0	\$459,838	\$0	\$477,010
Unappropriated & Contingency	\$0	\$1,457,922	\$0	\$2,398,746
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,456,206</b>	<b>\$0</b>	<b>\$4,584,279</b>
<b>Program Total:</b>	<b>\$3,456,206</b>		<b>\$4,584,279</b>	
<b>Program FTE</b>	0.00	11.00	0.00	11.00

Program Revenues				
Other / Miscellaneous	\$0	\$852,000	\$0	\$1,640,234
Interest	\$0	\$60,000	\$0	\$60,000
Beginning Working Capital	\$0	\$2,319,206	\$0	\$2,454,045
Service Charges	\$0	\$225,000	\$0	\$430,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,456,206</b>	<b>\$0</b>	<b>\$4,584,279</b>

## Explanation of Revenues

This program generates \$184,649 in indirect 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 make up the largest part of our program. This is funded by a fee (proposing increase from \$6 to \$10) charged when documents are recorded in the County records. Another large portion of our revenue is derived from a filing fee (proposing increase from \$400 to \$475) which is charged for all records of survey and plats that are submitted to our office for review and filing. Land division plats are reviewed on a full cost recovery basis.

## Significant Program Changes

Last Year this program was: FY 2020: 91012A-20 County Surveyor's Office

No significant changes.

**Department:** Community Services                      **Program Contact:** Ian Cannon  
**Program Offer Type:** Existing Operating Program                      **Program Offer Stage:** As Adopted  
**Related Programs:** 90012, 90018, 90015  
**Program Characteristics:**

**Executive Summary**

Road Services serves a fundamental community need by ensuring that the County-maintained road system is preserved for the benefit of the public by constructing, operating, repairing and maintaining roadways in a professional and cost-effective manner. Community members use roads in order to access emergency services, places of employment, businesses, schools and recreational activities. Multnomah County’s economy is dependent on the transportation system to move products to markets. Principles of equity are applied during project prioritization, public outreach and project delivery.

**Program Summary**

Road Services is responsible for planning, funding, designing, constructing, maintaining, operating and preserving County-owned roads. The program contributes to the goals and strategies of the Department of Community Services in providing transportation services County residents rely upon. Road Services focuses on providing quality roads through innovation, a skilled and diverse workforce, and efficient practices. This 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 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 Transportation Division fulfills its mandates through cooperative planning with local and regional jurisdictions, preserving and improving the transportation system through the improvement of roads and providing on-going maintenance and traffic services that contribute to public safety, environmental protection and livability. The program 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. State and local land use goals promote density, which support alternative modes of transit for the public (such as bus, bike and rail) and have reduced the demand for gasoline consumption, consequently reducing fuel tax receipts. Further, the County’s 3-cent fuel tax rate remains unchanged since 1981. The program is directly engaged in regional, state and federal decision-making on transportation funding to support the County’s ability to achieve many of its inter-departmental goals as well as capital improvements.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of development proposals reviewed	N/A	N/A	180	160
Outcome	Urban Pavement Condition Index (PCI)	66	72	72	69
Outcome	Rural Pavement Condition Index (PCI)	N/A	63	63	59

**Performance Measures Descriptions**

Number of proposals reviewed represents development and transportation impacts being reviewed and mitigated. The County assesses road surfaces using a pavement management system and assigns a Pavement Condition Index (PCI) rating between 0 and 100 (100=excellent).

## Legal / Contractual Obligation

The program fulfills its obligation as a road authority under the provisions of ORS 368 and 371, and OAR 660-012 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.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$7,649,863	\$0	\$7,895,275
Contractual Services	\$0	\$1,344,461	\$0	\$1,219,186
Materials & Supplies	\$0	\$1,610,000	\$0	\$1,511,850
Internal Services	\$100,000	\$4,257,215	\$100,000	\$3,896,485
Cash Transfers	\$0	\$0	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$100,000</b>	<b>\$14,861,539</b>	<b>\$100,000</b>	<b>\$14,522,796</b>
<b>Program Total:</b>	<b>\$14,961,539</b>		<b>\$14,622,796</b>	
<b>Program FTE</b>	0.00	57.00	0.00	58.00

Program Revenues				
Fees, Permits & Charges	\$0	\$70,000	\$0	\$70,000
Intergovernmental	\$0	\$11,276,287	\$0	\$9,687,816
Taxes	\$0	\$50,000	\$0	\$0
Other / Miscellaneous	\$0	\$172,600	\$0	\$356,677
Financing Sources	\$0	\$500,000	\$0	\$348,091
Interest	\$0	\$250,000	\$0	\$150,000
Beginning Working Capital	\$0	\$2,490,152	\$0	\$2,775,101
Service Charges	\$0	\$52,500	\$0	\$365,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$14,861,539</b>	<b>\$0</b>	<b>\$13,752,685</b>

## Explanation of Revenues

This program generates \$665,591 in indirect revenues.

The program is funded by a combination of dedicated money received from the state highway fund, County gas tax, Federal forest receipts, Federal and State grants and allocations, developer contributions and service reimbursements.

## Significant Program Changes

**Last Year this program was:** FY 2020: 91013-20 Road Services

Increased by 1.00 FTE due to the position being moved from Bridge Services Program Offer 90015 to Road Services Program Offer 90013.

In fiscal year 2019-2020 a budget modification was approved authorizing the County to receive new revenue created through HB 2017. This initial start-up year (FY 2020) the operating budget was assigned to Road Services and moves to a new program offer (90022 - State Transportation Improvement Fund/Transit) in FY 2021.



**Department:** Community Services      **Program Contact:** Jessica Berry  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

The Levee Ready Columbia program supports work to secure the Columbia River levees' accreditation, reduce the risk of catastrophic flooding and protect the health and resilience of County communities and the broader region. The FY 2021 budget includes a cash contribution to fund the program administration of the Levee Ready Columbia partnership to ensure that the region addresses federal requirements for levee accreditation.

**Program Summary**

As a regional partner in Levee Ready Columbia, the County has supported the work necessary to ensure improvements are identified and addressed within four 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 partnership has made major accomplishments in the past five years, including completing evaluations of the levee systems, securing federal investment through a US Army Corps of Engineers New Start project, and successfully advocating for the passage of state legislation to create a new Urban Flood Safety & Water Quality District with the authorities necessary for long-term governance and funding of the levee system. Work is currently underway to transition to the new district governance, coordinate with the US Army Corps of Engineers on a feasibility study for modernizing the system, and scope remediation projects for completion of the certification and accreditation processes. This work will be supported by Levee Ready Columbia program staff funded through partnership financial contributions until the new district is able to collect revenue.

In addition to providing financial support to Levee Ready Columbia, the County will continue to act as the fiscal agent in administering State grants and loans secured in 2016 for the regional partnership. The County will also continue to provide representation in partnership meetings.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Participation in levee accreditation process	100%	100%	100%	100%
Outcome	Number of grant/loan contracts administered	2	2	2	2

**Performance Measures Descriptions**

Success is measured by participation in levee accreditation process and administration of grants and loans.

## Legal / Contractual Obligation

County commitments include contractual loan repayment obligations to the project and cash contribution for FY 2021.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$50,000	\$0	\$50,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$50,000</b>
<b>Program Total:</b>	<b>\$50,000</b>		<b>\$50,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

Program is supported by Video Lottery Funds in the projected amount of \$50,000.

## Significant Program Changes

Last Year this program was: FY 2020: 91014-20 Levee Ready Columbia

**Department:** Community Services      **Program Contact:** Jon Henrichsen  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Adopted  
**Related Programs:** 90012, 90013, 90018  
**Program Characteristics:**

**Executive Summary**

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 Services program 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 includes Engineering, Maintenance and Operations.

**Program Summary**

Bridge Engineering provides 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 contractors with direction and oversight by Engineering. Projects are identified, prioritized and ranked in the Transportation Capital Improvement Plan (TCIP) using a variety of criteria, including equity. TCIP ranking and available funds from the Bridge Services program or grants determine the projects chosen for design and construction. Engineering also works with other agencies to secure funding from State and Federal sources. Engineering is typically engaged in multiple capital improvement projects at various stages of development/construction. The Burnside Maintenance project is anticipated to be completed in FY 2020. The Earthquake Ready Burnside Bridge environmental review phase will continue through FY 2021. This project incorporates equity principles by considering impacts to under served populations and ensuring representation of these communities on our advisory committees. The Morrison Bridge Paint Project design will continue through FY 2020 with construction starting in FY 2021. The Burnside Bridge control system will be replaced in FY 2020 and the Broadway Bridge control system will be replaced in FY 2021.

Bridge Maintenance performs preventative maintenance and smaller scale upgrades/enhancements on the bridges. Maintenance ensures the operational reliability of 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. Tasks include bridge repairs resulting from vehicle accidents, mechanical and electrical repairs, replacements and systems troubleshooting, and graffiti removal and snow removal.

Bridge Operations operates bridge draw spans to allow passage of river traffic and assists with preventative maintenance tasks. Spanish and Russian language bridge lift announcements were added on the Hawthorne Bridge in FY 2019. Multi language announcements will be added to the remaining 3 movable bridges in FY 2021. Both Maintenance and Operations work closely with Engineering on a wide variety of projects and issues.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of preventative maintenance tasks completed	1,411	1,449	1,376	1,449
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 reliable access for river traffic.

## 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), and a 1984 intergovernmental agreement (IGA) with the City of Portland as amended in 1989.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$5,031,556	\$0	\$5,225,519
Contractual Services	\$0	\$532,226	\$0	\$428,992
Materials & Supplies	\$0	\$529,150	\$0	\$2,638,125
Internal Services	\$0	\$1,756,839	\$0	\$1,810,510
Capital Outlay	\$0	\$514,497	\$0	\$60,000
Cash Transfers	\$0	\$508,779	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$8,873,047</b>	<b>\$0</b>	<b>\$10,163,146</b>
<b>Program Total:</b>	<b>\$8,873,047</b>		<b>\$10,163,146</b>	
<b>Program FTE</b>	0.00	36.00	0.00	35.00

Program Revenues				
Fees, Permits & Charges	\$0	\$350,000	\$0	\$1,810,557
Intergovernmental	\$0	\$6,383,681	\$0	\$6,462,538
Other / Miscellaneous	\$0	\$631,150	\$0	\$358,507
Financing Sources	\$0	\$0	\$0	\$0
Beginning Working Capital	\$0	\$1,508,216	\$0	\$1,521,544
Service Charges	\$0	\$0	\$0	\$10,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$8,873,047</b>	<b>\$0</b>	<b>\$10,163,146</b>

## Explanation of Revenues

This program generates \$445,317 in indirect revenues.

Revenue for this program comes from State and County gas tax and vehicle registration fees that are collected by the State and distributed based on an intergovernmental agreement (IGA) that specifies the amount to be allocated to Bridge Services. These are dedicated funds and can only be used for the Willamette River bridges. These funds are used to leverage Federal and State dollars to construct projects identified in the TCIP. Other/miscellaneous revenue comes from reimbursements for work performed for other projects and programs.

## Significant Program Changes

**Last Year this program was:** FY 2020: 91015-20 Bridge Services

Decreased by 1.00 FTE due to the position being moved from Bridge Services Program Offer 90015 to Road Services Program Offer 90013.

**Department:** Community Services      **Program Contact:** Jon Henrichsen  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Adopted  
**Related Programs:** 90013, 90015  
**Program Characteristics:**

**Executive Summary**

The Transportation Capital program offer represents the county and other fund sources that are used to make capital improvements on County-owned bridges (Sellwood, Hawthorne, Morrison, Burnside, Broadway and Sauvie Island), roads, 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**

This program represents the County and other fund sources to make capital improvements on County-owned bridges, roads, bicycle/pedestrian facilities and culverts. Capital improvements are relatively high dollar projects to rehabilitate, improve or replace transportation infrastructure assets. Current capital needs are identified in the Transportation Capital Improvement Plan (TCIP), which outlines needed road and bridge improvements for the next 20 years. Projects are identified, prioritized and ranked in the TCIP using a variety of criteria that includes equity, sustainability, safety, asset management, mobility and resilience. The program prioritizes and schedules projects to match available funds and new funds projected for a 5-year period.

The County's transportation infrastructure assets are valued in the billions of dollars. Many factors contribute to the constant degradation of the transportation infrastructure which requires continual maintenance. The major bridge transportation capital project included is the Morrison Bridge Paint project. Roadway projects in East County include improvements to Arata Road, Stark Street between 257th and Troutdale Rd, NE 238th Ave, and the replacement of the Latourell Creek Bridge. West County projects include safety improvements on Cornelius Pass Road.

The Earthquake Ready Burnside Bridge Project is a long-term project to create a seismically resilient crossing of the Willamette River in downtown Portland. This project will enable emergency services to respond, allow families to reconnect, and support economic recovery after a major earthquake. The Earthquake Ready Burnside environmental review phase will study three build alternatives and will continue through FY 2021.

This program relies upon the Bridge Engineering and Roadway Engineering programs to provide County labor and to plan and oversee the design and construction associated with capital projects.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Dollar value of capital improvements	\$13,693,310	\$20,649,000	\$18,494,337	\$24,112,751
Outcome	Percent of project costs covered by grants	65%	70%	64%	78%

**Performance Measures Descriptions**

Dollar value of capital improvements includes all funds spent, regardless of source. The percentage of project costs covered by grants looks at the total cost of the project and the percentage of funds that is covered by grants. This reflects the leveraging of County funds for grant dollars to build capital projects. The totals do not include ongoing Sellwood Bridge replacement or Earthquake Ready Burnside Bridge project costs.

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$39,450	\$0	\$372,966
Contractual Services	\$0	\$13,432,450	\$0	\$39,642,947
Materials & Supplies	\$0	\$146,500	\$0	\$766,456
Internal Services	\$0	\$11,838,674	\$0	\$12,153,996
Capital Outlay	\$0	\$20,537,910	\$0	\$182,500
Debt Service	\$0	\$3,016,200	\$0	\$0
Unappropriated & Contingency	\$0	\$1,843,505	\$0	\$11,640,887
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$50,854,689</b>	<b>\$0</b>	<b>\$64,759,752</b>
<b>Program Total:</b>	<b>\$50,854,689</b>		<b>\$64,759,752</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$11,650,000	\$0	\$22,089,443
Intergovernmental	\$0	\$11,811,789	\$0	\$21,765,822
Financing Sources	\$0	\$16,508,779	\$0	\$0
Interest	\$0	\$80,000	\$0	\$180,000
Beginning Working Capital	\$0	\$10,804,121	\$0	\$21,494,598
<b>Total Revenue</b>	<b>\$0</b>	<b>\$50,854,689</b>	<b>\$0</b>	<b>\$65,529,863</b>

## 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 gas tax, County vehicle registration fees, permits, development charges, State and Federal grants, and intergovernmental agreements.

## Significant Program Changes

**Last Year this program was:** FY 2020: 91018A-20 Transportation Capital

An increase of the County's vehicle registration fee will take effect January 1, 2021. Proceeds from this are dedicated to the Willamette River bridges and will primarily be used for the Earthquake Ready Burnside Bridge project.

Bridge Services will be partnering with County Government Relations Office to provide \$100,000 in support towards contracts with transportation experts specifically, subject matter experts with experience in transportation funding from the Federal and State Government. These experts will provide insight into funding mechanisms, advocacy and statutory requirements specific to transportation.

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

**Executive Summary**

Land Use Planning (LUP) guides thoughtful development while preserving and protecting open spaces, natural resources, scenic views, wildlife, forest and farmland 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 unincorporated 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 federal, state and Metro requirements while ensuring public health and safety, and preservation and protection of the County's rural character.

**Program Summary**

Unincorporated Multnomah County is a unique and highly sought after location to live, work and recreate because it offers open spaces, natural and scenic resources, and forests and farmland in close proximity to the State's largest urban area. 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 program is to create, revise and adopt plans, policies, and zoning codes in a pragmatic, fair and equitable manner to ensure that development is consistent with the rural character of the County. At the end of 2016, the County adopted the revised Comprehensive Plan which continues to be implemented through legislative actions. Long-Range Planning staff will continue in FY 2021 to focus on drafting code to implement the community's vision articulated within the revised plan. Planning staff also play a key role in coordinating with regional partners, such as Metro and the Columbia River Gorge Commission, to ensure the County's vision and values continue to be upheld.

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, other agencies, and community members.

The Code Compliance program responds to possible land use complaints on a voluntary compliance basis. The focus of this program is education and compliance to successfully resolve existing and potential issues. This is accomplished by encouraging property owners to voluntarily resolve land use conflicts without the use of penalties or fines whenever possible. Code Compliance also manages a Solid Waste and Recycling Management program, which provides outreach materials and licenses service providers in the unincorporated areas of the County for solid waste and recyclable materials.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	% of land use decisions made in 120 days	75%	80%	65%	60%
Outcome	Legislative actions completed	7	5	1	4
Output	Number of compliance cases closed	36	20	20	20

**Performance Measures Descriptions**

The first measure describes the percentage of final land use decisions issued within 120 days of the application being deemed complete. The second measure describes the number of legislative applications processed each year by ordinance adoption. The goal of the second measure for FY 2021 is to complete one large and three small legislative actions (four total). The third measure describes the total number of cases closed by the Compliance section.

## Legal / Contractual Obligation

Multnomah County must adopt a Comprehensive Plan that meets State planning goals, including implementing regulations as provided under ORS 92, 195, 196, 197, 215 and 390. These laws mandate review of development, prescribe procedures to ensure due process and set out a time frame within which 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>
Personnel	\$1,504,345	\$0	\$1,528,514	\$0
Contractual Services	\$55,000	\$34,834	\$55,000	\$34,814
Materials & Supplies	\$61,160	\$0	\$50,700	\$0
Internal Services	\$374,845	\$166	\$381,143	\$186
<b>Total GF/non-GF</b>	<b>\$1,995,350</b>	<b>\$35,000</b>	<b>\$2,015,357</b>	<b>\$35,000</b>
<b>Program Total:</b>	<b>\$2,030,350</b>		<b>\$2,050,357</b>	
<b>Program FTE</b>	11.00	0.00	11.00	0.00

<b>Program Revenues</b>				
Fees, Permits & Charges	\$197,400	\$0	\$230,000	\$0
Intergovernmental	\$12,378	\$35,000	\$14,000	\$35,000
<b>Total Revenue</b>	<b>\$209,778</b>	<b>\$35,000</b>	<b>\$244,000</b>	<b>\$35,000</b>

## Explanation of Revenues

Fees are set and collected for land use permits. We estimate \$237,246 in revenues from land use permits which includes collection of an estimated \$32,130 in waste franchise fees in FY 2020. Metro provides additional support of \$15,597 to assist with the administration of the rural waste hauler and rural recycle at work program. LUP receives \$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.

## Significant Program Changes

**Last Year this program was:** FY 2020: 91021A-20 Land Use Planning

The Code Compliance Program was reduced from 2.0 to 1.0 FTE in FY 2020 to meet the general fund constraint which continues to impact the program's ability to investigate and resolve complaints in a timely manner. The program proposes to under fill a vacant Senior Planner position to meet the FY 2021 general fund constraint which will reduce resources available for permit processing.



**Department:** Community Services      **Program Contact:** Jessica Berry

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

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The State Transportation Improvement Fund/Transit Program plans and provides public transit options to residents and visitors in rural Multnomah County and to industrial or shift-work commuters within three urban Multnomah County job centers: Swan Island, Airport Way Industrial Area, and Troutdale Reynolds Industrial Park. The program implements Oregon Planning Goal 12: Transportation and OAR 660-012 - Transportation Planning and is required by HB 2017 "Keep Oregon Moving" that created new Public Transportation revenue.

**Program Summary**

The Oregon Legislature passed HB 2017, the "Keep Oregon Moving" Transportation Package in 2017. This created new revenue and new transportation programs. One key program created the State Transportation Improvement Fund (STIF). The intent of STIF funds is to provide for more public transit around the state. The State designated TriMet as a "Qualified Entity" to receive STIF revenues both within the TriMet district and in areas of Multnomah, Clackamas, and Washington Counties outside the TriMet district.

TriMet, as the Qualified Entity, will receive revenue from the Oregon Department of Transportation (ODOT) and provide it to the County. A plan for how Multnomah County will spend the revenue for FY2019 through FY 2021 was approved by ODOT in May 2019. Multnomah County has begun receiving funds to implement the projects in the plan.

Projects in the plan include the following: development of a transit element for the Transportation System Plan for unincorporated Multnomah County, demand response for transit in rural areas, and job connector shuttle service for Swan Island, Troutdale Reynolds Industrial Park, and the Airport Way Industrial Area.

Funding for the activities is ongoing and is expected to continue beyond the biennium. Services will be scaled to fit available dedicated funding.

The implementation of the service is consistent with goals in Multnomah County's Transportation System Plan for Rural Areas, Troutdale Transportation System Plan, Portland Growing Transit Communities Plan, and TriMet Service Enhancement Plans. Projects in this program offer are approved in the TriMet STIF Plan, approved by ODOT.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of rides per week provided in urban areas	N/A	N/A	150	450
Outcome	Number of number of requested rides per month in rural areas	N/A	N/A	5	10

**Performance Measures Descriptions**

The first describes the number of individuals that take a trip on one of the two transit routes that are operating between Rose Quarter and Swan Island or between Gresham City Hall and Troutdale Reynolds Industrial Park (TRIP). The second measure describes the number of calls we receive from residents that live outside the TriMet service boundary, requesting rides on the demand response service to get to/from places that don't have regular fixed route service.

## Legal / Contractual Obligation

HB 2017 created State Transportation Improvement Fund (STIF). The County has an intergovernmental agreement (IGA) with Trimet for the County to provide these services.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$0	\$1,160,541
Internal Services	\$0	\$0	\$0	\$34,847
Unappropriated & Contingency	\$0	\$0	\$0	\$38,650
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,234,038</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$1,234,038</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$593,263
Interest	\$0	\$0	\$0	\$13,200
Beginning Working Capital	\$0	\$0	\$0	\$627,575
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,234,038</b>

## Explanation of Revenues

This program generates \$2,436 in indirect revenues.

Revenue comes from employee payroll taxes and is distributed to TriMet by ODOT. TriMet distributes funds to Multnomah County based on revenues collected.

## Significant Program Changes

**Last Year this program was:** FY 2020: 91013-20 Road Services

This program started in FY 2020 after an intergovernmental agreement was signed with Tri Met. In FY 2020 program operated inside the Road Services program offer (91013).

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

**Executive Summary**

In 1984, Multnomah 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 it receives from the County gas tax and State highway funding. 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 uses 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.

For Troutdale and Fairview, the supplemental payment formula is adjusted annually based on the Consumer Price Index – Urban Index for the Portland metropolitan area. For Portland and Gresham, the supplemental payment formula is adjusted based on actual receipts collected by the County.

Planned FY 2021 Payments:  
- City of Fairview \$14,868  
- City of Troutdale \$18,328  
- City of Gresham \$4,747,324  
- City of Portland \$37,159,694

Between 1984 and 2020 the County has transferred 607 miles of roads to the 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 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 cities, where they are commingled in the cities' transportation operating budgets. The cities are not required to report how county funds are used. The cities' use of these funds are defined under ORS 366, which requires funds only be used for construction, reconstruction, improvement, repair, maintenance, operation and use on public highways, roads, streets and the administration thereof.

## Legal / Contractual Obligation

Funding obligations are prescribed in the city/county agreements.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>
Contractual Services	\$0	\$43,028,968	\$0	\$41,940,214
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$43,028,968</b>	<b>\$0</b>	<b>\$41,940,214</b>
<b>Program Total:</b>	<b>\$43,028,968</b>		<b>\$41,940,214</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$36,028,968	\$0	\$35,040,214
Taxes	\$0	\$7,000,000	\$0	\$6,900,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$43,028,968</b>	<b>\$0</b>	<b>\$41,940,214</b>

## Explanation of Revenues

Monies transferred to the cities originate from State Highway Money and County Gas Tax received by Multnomah County. These revenues coming to Multnomah County are transferred through a pass-through payment to the cities under prescribed revenue sharing formulas.

## Significant Program Changes

**Last Year this program was:** FY 2020: 91024-20 City Supplemental Payments

Overall, State Highway Fund revenues continue to grow as a result of the tax increase from HB 2017, but compared to the prior forecast growth is weaker due to a larger than anticipated slowdown in new vehicle sales, tracking activity, and fuel sales. The decline in forecasted revenue aligns with updated revenue projections provide by the Oregon Department of Transportation.

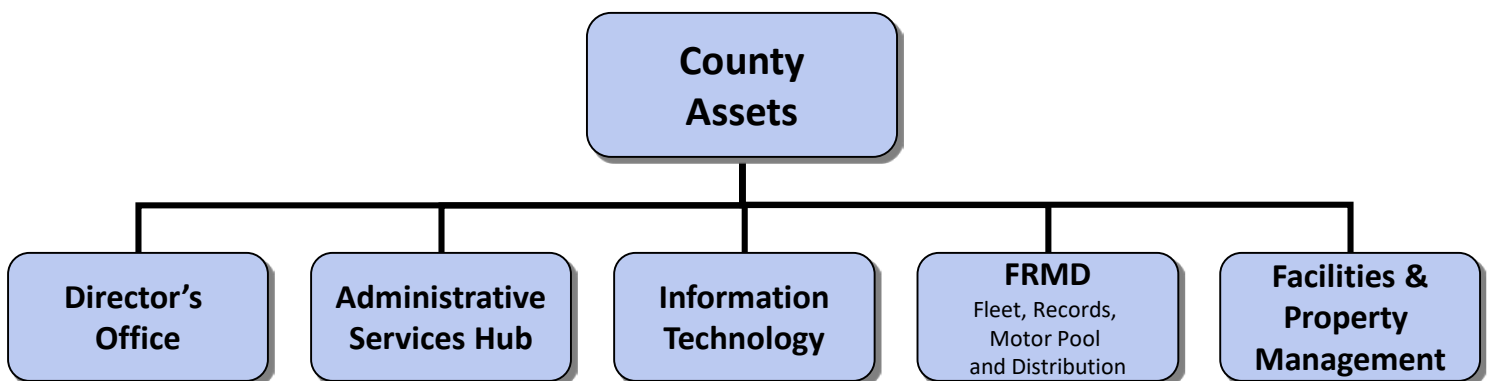
## Department Overview

The Department of County Assets (DCA) plans for, acquires, maintains and manages County assets. DCA coordinates the use of tools, infrastructure, employees and programs for the efficient and effective delivery of critical community services. The DCA Director's Office oversees four divisions:

- Facilities and Property Management (FPM) manages over 3.5 million gross square feet of offices, libraries, courts, detention centers, shops, clinics, and other leased and owned space in over 140 locations.
- Information Technology (IT) provides telecommunication, network, and hardware support, and manages over 8,800 PCs, laptops, and tablets, 8,000 phone numbers, 130 network circuits, 1,040 servers and about 480 applications.
- Fleet Motor Pool Records, and Distribution maintains and manages fleet and motor pool vehicles; maintain and archive County records; and provide pickup and delivery of mail and other items.
- Administrative Services Hub provides human resources, procurement, contracting, finance, budget, rate-setting, capital planning and accounts payable, and other services to DCA. The Hub also manages countywide strategic sourcing initiatives and provides administrative support to the Department of County Management (DCM) and non-departmental agencies and offices (NOND).

DCA identifies and evaluates opportunities to implement best practices, integrate service delivery, streamline and improve administrative functions, and promote innovative business tools and processes. County efforts to focus scarce financial resources on direct services drive long-term DCA goals to:

- Create financial accountability for the County's assets;
- Streamline processes and implement best practice in asset management; and
- Provide cost-effective, client-focused infrastructure and business services.



### Budget Overview

The FY 2021 budget for the Department of County Assets (DCA) is \$245.6 million, a \$106.7 million decrease from the FY 2020 budget. It includes: \$9.2 million in the General and Video Lottery funds, \$159.8 million in Internal Service funds and \$76.6 million in Capital funds. Internal Service funds are primarily facilities, information technology and fleet related and are funded by charges to all departments.

Decreases totaling \$106.7 million include the following: \$102.7 million (91.9%) for construction of the Downtown Courthouse, \$5.4 million (72.0%) for the construction of the Health Department Headquarters, and \$6.5 million for the ERP replacement. These capital funds are reduced as projects funds are expended or projects completed. Increases include \$5.5 million (8.1%) in the Information Technology (IT) fund, \$7.1 million in the Library Capital Construction and Asset Preservation funds.

Decreases in contractual services primarily relate to the Downtown Courthouse (\$102.5 million), Health Headquarters (\$5.4 million), the Capital Improvement (\$3.5 million) and the ERP Project (\$5.9 million) funds, offset by increases in contractual services in Other funds.

DCA has budgeted wage freeze savings of \$0.3 million in internal service and capital funds which will result in savings to departments for information technology and facilities services.

The following are programs that are new with one-time-only funding:

- Behavioral Health Resource Center Capital (78219) \$1,700,000
- Justice Center Critical Electrical System Upgrade (78233) \$900,000

Budget Trends	FY 2019	FY 2020	FY 2020	FY 2021	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
Staffing FTE	346.65	347.65	347.65	357.50	9.85
Personnel Services	\$54,136,078	\$56,316,037	\$58,537,456	\$60,591,059	\$2,053,603
Contractual Services	192,965,767	123,944,622	197,506,861	91,611,349	(105,895,512)
Materials & Supplies	42,146,912	49,211,341	49,742,204	46,541,057	(3,201,147)
Internal Services	33,439,558	32,501,632	30,613,286	26,401,329	(4,211,957)
Capital Outlay	<u>7,552,374</u>	<u>4,204,934</u>	<u>15,909,324</u>	<u>20,424,679</u>	<u>4,515,355</u>
<b>Total Costs</b>	<b>\$330,240,689</b>	<b>\$266,178,565</b>	<b>\$352,309,131</b>	<b>\$245,569,473</b>	<b>(\$106,739,658)</b>

Does not include cash transfers, contingencies or unappropriated balances. Program offers DO contain cash transfers, contingencies, and unappropriated balances. Due to the transition to a new ERP system, some services are now budgeted in different ledger categories.

## Successes and Challenges

DCA's FY 2020 strategic project accomplishments include:

- Stabilization of the new Enterprise Resource Planning (ERP) Suite launch under the Multco Align Program;
- Replacement of the County's Assessment Taxation System;
- Opening of the remodeled Department of Community Justice East Campus;
- Launch of the new Library Information Management System;
- Opening of the Laurelwood Shelter; and
- "Think Yes" customer service program training and rollout.

Important projects in process include:

- Construction of the Downtown Courthouse, planned to open in fall 2020;
- The Digital Accessibility Initiative;
- Planning for the Multnomah County Sheriff's Office site consolidation;
- Evaluation and implementation of investments in the County's Business intelligence structure and tools; and
- The Fleet Services Strategic Plan.

DCA considers County values and industry best practices in all of its work:

- FPM construction projects support sustainability and Minority-owned, Women-owned, Service Disabled Veteran-owned, and Emerging Small Businesses (MWSDVESB) participation;
- IT work includes design characteristics based on user centered principles, using agile methodologies, and anticipation of technology use by people with various abilities;
- DCA's continued partnership with CityFleet brings best practices to fleet maintenance; and
- DCA's strategic sourcing efforts employ procurement best practices and incorporate sustainability, buying local and equity values.

Key challenges include:

- Providing high quality, cost-effective internal services: Each year we strive to provide high quality services for an affordable price. The demand for services continues to increase, as does their cost;
- Staff recruitment and retention: Retention of staff with critical institutional knowledge, refocusing and re-training current staff, and recruiting diverse staff with the skills to expand our capabilities and fill vacancies are high priorities.

### Diversity, Equity, and Inclusion

DCA makes a significant investment in equity and inclusion. Its senior management team is at the forefront to lead these efforts. DCA believes it is imperative to build an inclusive workplace from a moral perspective and from a business perspective. To do our work; recruit the best talent; and provide quality services to our community, our workplace must be safe, welcoming and inclusive for all employees, regardless of race, ethnicity, national origin, ability, gender, gender identity, sexual orientation, religion, or political preference.

Exercises and learning around behavior that supports equity and inclusion are at the heart of senior management meetings. Managers modeling this behavior demonstrates the importance of equity and inclusion, engages employees in the work, and furthers efforts to change culture and build a safe, inclusive workplace. Equity and inclusion are explicitly addressed in DCA’s mission, vision, values and FY 2021 goals. The DCA Equity and Inclusion Manager is an active member of the DCA’s senior management team, and leads and supports DCA participation in the County’s Workforce Equity initiatives.

DCA’s Equity and Sustainability Advisory Team (ESAT) developed a “Think Yes” program that promotes customer service and inclusion. ESAT is now turning its attention to the implementation of the Multnomah County Workforce Equity Strategic Plan (WESP). Providing an equitable and inclusive workplace is a journey that will be measured through tactical efforts underway now and, over time, results from employee engagement surveys. The senior management team is committed to being an employer of choice and to provide all employees a safe, equitable and inclusive work environment.

### Budget by Division

Division Name	FY 2021 General Fund	Other Funds	Total Division Cost	Total FTE
DCA Director's Office	\$962,962	\$0	\$962,962	4.00
Administrative Hub Services	8,000,282	0	8,000,282	46.00
Facilities & Property Management	0	138,163,272	138,163,272	118.75
Information Technology	0	77,550,809	77,550,809	164.00
Fleet, Records, Distribution Services & Motor Pool	0	21,224,214	21,224,214	24.75
<b>Total County Assets</b>	<b>\$8,963,244</b>	<b>\$236,938,295</b>	<b>\$245,901,539</b>	<b>357.50</b>

*Includes cash transfers, contingencies, and unappropriated balances.*



### Director's Office

The Department of County Assets (DCA) Director's Office provides leadership, strategic direction, assessment, and accountability in the oversight and management of County assets. This work includes information technology (IT), facilities and property management (FPM), fleet, records, motor pool, and distribution services, and oversight of an administrative hub for contracts, budget, finance, and human resource services. The Office works with County departments and elected officials to establish priorities and guidelines to acquire, maintain, monitor, replace, and dispose of assets.

Balancing the support of several large capital projects with managing day to day operations will be a focus in FY 2021. IT will focus on the transition to ongoing support for the Multco Align program. FPM will celebrate the completion and opening of the DCJ East Campus, begin Library Capital Program planning and development, and complete the final construction phases and opening of the Central Courthouse. Fleet will transition to executing initiatives under its new long term strategic plan, and Fleet and Motor Pool will continue to partner with CityFleet and utilize the CarShare program. Records will continue the countywide roll out of the new electronic records management system, and facilitate the effort to plan and develop an Information Governance program for the County.

### Significant Changes

In FY 2021, two positions are transferred into the Director's Office. Deputy DCA Director position is transferred from the DCA Procurement and Contracting Division and the Strategic Project Coordinator position is transferred from IT Shared Operating Expenses.

### Administrative Hub

The DCA Administrative Hub includes five functional areas:

- Human Resources and Administration provides strategic planning, job recruitment/outreach, investigations, performance management, HR transaction processing, and timekeeping to DCA, Department of County Management (DCM) and Nondepartmental (NOND) agencies and offices.
- Procurement and Contracting provides contract development, negotiation, risk assessment and management, vendor management and contract administration in commercial services, construction, leases, software, maintenance and repair, and architecture and engineering across County operations.
- Budget and Planning provides budget development, monitoring and analysis, and capital planning and analysis for DCA, as well as countywide rate setting and internal service billing.
- Finance processes accounts payable and receivable transactions, and provides grant accounting and travel and training arrangements to DCA, DCM and NOND.
- Strategic Sourcing focuses on the selection and sourcing of goods and services applicable to all departments across the County.

### Significant Changes

In FY 2021, two positions are transferred into the Administrative Hub. An HR Analyst and HR Manager 1 are added to HR Division to support Nondepartmental programs.

### Facilities and Property Management

The Facilities and Property Management Division (FPM) manages an inventory of over 3.5 million gross square feet of owned and leased space in approximately 140 buildings, across the County. FPM's mission is to proactively plan, operate and manage County properties in a safe, accessible, effective, and efficient manner. FPM strives to provide innovative, sustainable, and affordable workplace solutions for the delivery of effective County public services.

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 taxpayers' assets. FPM supports environmental, sustainability and energy efficiency through ongoing energy conservation projects, recycling initiatives, sustainable procurement processes and Green Building construction practices. FPM supports local businesses, diversity and equity by contracting with MWSDVESB and QRF firms for services.

In FY 2021, FPM will continue to implement the Facilities Asset Strategic Plan, with emphasis on the identification of critical reinvestment and redevelopment opportunities to align with the County's future service goals. FPM will also initiate planning and support for the Library Capital Program pending the outcome of an anticipated bond on the November 2020 ballot.

### Significant Changes

The Downtown Courthouse will be completed in early FY 2021. FPM will focus on commissioning the building, training staff to operate and maintain new systems, and relocating Courthouse programs to the new location. The historic courthouse will then be vacated and prepared for the new owners.

Due to the addition of new buildings over the past few years, FPM has increased staffing by 8.00 FTE in FY 2021 to operate and maintain these additional properties.

New one-time-only requests include: replenishing the Capital Improvement Fund for the reallocation of \$1 million to the Detention Electronics Project (program offer 78221); and structure repairs of SE Health Clinic (program offer 78215). Management of syringe drop boxes will transition to Metro but will be administered by FPM.

FPM carried forward \$1.2 million for maintenance projects which were delayed or put on hold due to the impacts of COVID-19. These projects are anticipated to be completed in FY 2021.

Remaining project funds from the Health Headquarters program offer 78214 and CIP fund - DCJ Mid-County project program offer 78220 are transferred to the General Fund.

## Information Technology

Information Technology's (IT's) mission is to leverage technology to drive innovation, efficiency, and cost savings. IT's vision is to provide County employees, residents and visitors the technology and information they need, any time, any place. IT diligently focuses its mission and vision on providing affordable services and technologies that its customers deserve. The mission and vision guide development and implementation of the County's FY 2021 technology initiatives. This solid framework empowers IT employees to solve challenges by focusing on priority projects and by embracing new technologies to enhance service and reduce costs.

The IT Division manages more than 8,800 PCs, laptops, and mobile devices, 8,000 phone numbers, 1,040 servers, 130 network circuits and approximately 480 business applications. IT supports a wide array of business applications across primary health care, social services, transportation, bridges, facilities, finance, payroll, benefits, animal services, elections, emergency management, assessment and taxation, land use planning, libraries, detention center management and community justice. IT also supports the County's public facing web presence, and an employee intranet. Employees using these systems are located in more than 140 County sites, and the technologies required are as diverse as the lines of business.

## Significant Changes

The IT budget reflects no significant changes in operations and carries over funds for multi-year projects still underway that include:

- Corrections Juvenile Health Electronic Medical Records software (FY 2021 completion planned);
- Facilities Capital Project Management software (FY 2021 completion planned); and
- Technology Improvement Program to refresh obsolete technology.

### Fleet, Records, Distribution and Motor Pool

In the Department of County Assets (DCA), the Fleet Services, Records Fleet Services, Records Management, Distribution Services, and Motor Pool support all County departments and agencies.

- Fleet Services manages over 800 vehicles and equipment of various types, that include standard light duty passenger vehicles, cargo vans, dump trucks, and law enforcement vehicles.
- Records Management supports creation, storage, retrieval, accessibility, protection, preservation, research and destruction of public records dating back to 1885; and leads and supports countywide strategic information initiatives.
- Distribution Services picks up and delivers mail, supplies and medical lab tests; processes and meters US Mail; and provides related training, consultation and contract management.
- Motor Pool provides short term vehicle use via a County's program and a third-party vendor.

### Significant Changes

In FY 2021, Fleet Services will implement the Fleet Business Strategy, deploy Priority 1 initiatives and begin work on Priority 2 initiatives. This strategy is a blueprint for our next 3-5 years, and will inform investment decisions and long term needs to support County operations.

The Records Management team will collaborate with IT and business units to integrate existing records-producing systems into the countywide electronic document management system in order to automate the capture and management of essential records.

The Motor Pool CarShare program will change from renting a car by the hour to renting a car by the month. This change will lead to operational changes to best maximize the value of the CarShare program.

### 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 2021 General Fund	Other Funds	Total Cost	FTE
<b>DCA Director's Office</b>					
78000	DCA Director's Office	\$962,962	\$0	\$962,962	4.00
<b>Administrative Hub Services</b>					
78100	Administrative Hub Budget & Planning	1,277,775	0	1,277,775	7.00
78101	Administrative Hub Procurement & Contracting	2,943,367	0	2,943,367	16.00
78102	Administrative Hub Finance	1,351,709	0	1,351,709	9.00
78103	Administrative Hub Human Resources	2,128,100	0	2,128,100	12.00
78104	Countywide Strategic Sourcing	299,331	0	299,331	2.00
<b>Facilities &amp; Property Management</b>					
78200	Facilities Director's Office	0	4,649,619	4,649,619	10.25
78201	Facilities Debt Service and Capital Fee Pass Through	0	6,309,047	6,309,047	0.00
78202	Facilities Operations and Maintenance	0	25,615,677	25,615,677	76.50
78203	Facilities Client Services	0	11,606,144	11,606,144	8.65
78204	Facilities Capital Operation Costs	0	1,906,642	1,906,642	9.80
78205	Facilities Capital Improvement Program	0	20,955,248	20,955,248	0.00
78206	Facilities Capital Asset Preservation Program	0	21,263,654	21,263,654	0.00
78207	Facilities Interiors Group	0	768,957	768,957	4.55
78208	Facilities Utilities Pass Through	0	6,334,630	6,334,630	0.00
78209	Facilities Lease Management	0	8,903,259	8,903,259	2.00
78210A	Facilities Strategic Planning and Projects	0	1,606,911	1,606,911	7.00
78210B	Facilities Vance Property Master Plan	0	370,000	370,000	0.00
78212	Facilities Downtown Courthouse	0	9,000,000	9,000,000	0.00
78213	Library Construction Fund	0	5,981,446	5,981,446	0.00
78214	Health Headquarters Construction	0	2,100,000	2,100,000	0.00
78215	South East Health Center	0	880,000	880,000	0.00

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Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
<b>Facilities and Property Management cont'd</b>					
78218	MCSO Facilities Relocation and Reconfiguration	0	3,358,765	3,358,765	0.00
78219	Behavioral Health Resource Center Capital	0	1,700,000	1,700,000	0.00
78220	DCJ East County Campus	0	200,000	200,000	0.00
78221	MCDC Detention Electronics	0	2,338,134	2,338,134	0.00
78227	MCSO River Patrol Boathouses Capital Improvements	0	1,415,139	1,415,139	0.00
78233	Justice Center Critical Electrical System Upgrade	0	900,000	900,000	0.00
<b>Information Technology</b>					
78301	IT Innovation & Investment Projects	0	1,494,724	1,494,724	0.00
78302	IT Planning, Projects & Portfolio Management	0	2,306,170	2,306,170	10.00
78303	IT Help Desk Services	0	1,180,415	1,180,415	8.75
78304	IT Telecommunications Services	0	3,047,640	3,047,640	5.00
78305	IT Mobile Device Expense Management	0	1,310,366	1,310,366	1.00
78306	IT Network Services	0	6,867,478	6,867,478	12.00
78307	IT Desktop Services	0	2,666,102	2,666,102	16.50
78308	IT Asset Replacement	0	8,458,837	8,458,837	0.00
78309	IT Health and Human Services Application Services	0	2,007,377	2,007,377	6.00
78310	IT Public Safety Application Services	0	3,500,005	3,500,005	19.00
78311	IT General Government Application Services	0	1,725,862	1,725,862	6.00
78312	IT Data & Reporting Services	0	6,836,770	6,836,770	28.00
78313	IT ERP Application Services	0	3,872,428	3,872,428	7.00
78314	IT Enterprise and Web Application Services	0	5,167,253	5,167,253	15.00
78315	IT Library Application Services	0	386,423	386,423	2.00
78316	IT Shared Operating Expenses	0	16,969,957	16,969,957	4.00
78317	IT Data Center & Technical Services	0	5,723,255	5,723,255	23.75
78319	CRIMES Replacement	0	1,219,272	1,219,272	0.00

# County Assets

fy2021 adopted budget

Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
<b>Information Technology (continued)</b>					
78322	Electronic Medical Records Corrections Health Juvenile Detention	0	966,887	966,887	0.00
78323	Capital Project Management Software	0	908,588	908,588	0.00
78326	DART Orion Assessment & Taxation Project	0	935,000	935,000	0.00
<b>Fleet, Records, Distribution Services &amp; Motor Pool</b>					
78400	Fleet Services	0	5,143,665	5,143,665	11.00
78401	Fleet Vehicle Replacement	0	10,163,418	10,163,418	0.00
78402	Motor Pool	0	1,537,264	1,537,264	2.25
78403	Distribution Services	0	2,115,904	2,115,904	6.50
78404	Records Management	0	<u>2,263,963</u>	<u>2,263,963</u>	<u>5.00</u>
<b>Total County Assets</b>		<b>\$8,963,244</b>	<b>\$236,938,295</b>	<b>\$245,901,539</b>	<b>357.50</b>

\*The above amounts include the non-represented wage freeze, which is a freeze on the Cost of Living Adjustment for all nonrepresented positions and a freeze on merit increases for non-represented positions earning over \$100,000. The wage freeze resulted in \$161,432 of General Fund savings and \$338,036 Other Funds savings. For most Other Funds, the reduction was offset by an increase in other personnel expenditures so that the total appropriations remained unchanged. However, for the Internal Service Funds, the savings was moved to contingency.



**Department:** County Assets

**Program Contact:** Bob Leek

**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 strategic county-wide initiatives including the Climate Action Plan, the Wellness Program, the 20 Year Strategic Capital Plan, and the Workforce Equity Strategic Plan.

### Program Summary

DCA aligns the management of specific County assets including Information Technology, Facilities and Property Management, Fleet Services, Motor Pool, 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 (HUB) providing Human Resources and Administration, Procurement and Contracting, Strategic Sourcing, 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 HUB strives to eliminate duplication of resources and streamline processes through economies of scale across these groups, where appropriate.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Equity and Inclusion exercises included in Sr Management bi-weekly meetings	20	20	20	20
Outcome	Department and Division strategic plan updates	N/A	1	1	1

### 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 - Complete updates to the Overall Department, Facilities Division, Information Technology Division, and Fleet Division strategic plans.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$498,224	\$0	\$789,399	\$0
Contractual Services	\$101,928	\$0	\$35,205	\$0
Materials & Supplies	\$45,420	\$0	\$92,115	\$0
Internal Services	\$88,577	\$0	\$46,243	\$0
<b>Total GF/non-GF</b>	<b>\$734,149</b>	<b>\$0</b>	<b>\$962,962</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$734,149</b>		<b>\$962,962</b>	
<b>Program FTE</b>	2.00	0.00	4.00	0.00

Program Revenues				
Other / Miscellaneous	\$734,149	\$0	\$999,160	\$0
<b>Total Revenue</b>	<b>\$734,149</b>	<b>\$0</b>	<b>\$999,160</b>	<b>\$0</b>

Explanation of Revenues

Cost of the Director's Office are allocated proportionately among the County's internal services. Internal service charges recover the costs associated with the supporting Facilities and Property Management, Information Technology, Fleet and Distribution funds.

Significant Program Changes

Last Year this program was: FY 2020: 78000-20 DCA Director's Office

Transferred two positions, one from DCA Procurement & Contracting, one from IT Shared Operating Expenses.

**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 five service teams in the Department of County Assets (DCA) Administrative Services Hub. The team provides financial planning, forecasting, rate-setting, and reporting services to 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), Fleet, Distribution, 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 Asset Replacement

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	On-time Billing	100%	90%	100%	90%
Outcome	Percent of Internal Service billings error free	90%	90%	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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>
Personnel	\$1,101,049	\$0	\$1,152,784	\$0
Contractual Services	\$0	\$0	\$400	\$0
Materials & Supplies	\$13,768	\$0	\$7,200	\$0
Internal Services	\$113,866	\$0	\$117,391	\$0
<b>Total GF/non-GF</b>	<b>\$1,228,683</b>	<b>\$0</b>	<b>\$1,277,775</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,228,683</b>		<b>\$1,277,775</b>	
<b>Program FTE</b>	7.00	0.00	7.00	0.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$1,228,683	\$0	\$1,298,407	\$0
<b>Total Revenue</b>	<b>\$1,228,683</b>	<b>\$0</b>	<b>\$1,298,407</b>	<b>\$0</b>

## 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 2020: 78100-20 Administrative Hub Budget & Planning

**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 five 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, other purchase documents, and supplier management.

### 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 Deputy Director of DCA. The staff of 16.00 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, 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of procurements and contracts processed	1,400	1,600	1,600	1,600
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.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,532,806	\$0	\$2,607,734	\$0
Contractual Services	\$18,215	\$0	\$0	\$0
Materials & Supplies	\$48,962	\$0	\$27,915	\$0
Internal Services	\$357,886	\$0	\$307,718	\$0
<b>Total GF/non-GF</b>	<b>\$2,957,869</b>	<b>\$0</b>	<b>\$2,943,367</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,957,869</b>		<b>\$2,943,367</b>	
<b>Program FTE</b>	17.00	0.00	16.00	0.00

Program Revenues				
Other / Miscellaneous	\$2,536,737	\$0	\$2,617,457	\$0
<b>Total Revenue</b>	<b>\$2,536,737</b>	<b>\$0</b>	<b>\$2,617,457</b>	<b>\$0</b>

## 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 2020: 78101-20 Administrative Hub Procurement & Contracting

Transferred one FTE to the DCA Director's Office program offer (78000-20). Added one LDA from the IT Library Application Services (PO 78315-20) for contract creation.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,137,266	\$0	\$1,227,492	\$0
Materials & Supplies	\$6,250	\$0	\$4,550	\$0
Internal Services	\$136,810	\$0	\$119,667	\$0
<b>Total GF/non-GF</b>	<b>\$1,280,326</b>	<b>\$0</b>	<b>\$1,351,709</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,280,326</b>		<b>\$1,351,709</b>	
<b>Program FTE</b>	9.00	0.00	9.00	0.00

Program Revenues				
Other / Miscellaneous	\$666,766	\$0	\$966,265	\$0
<b>Total Revenue</b>	<b>\$666,766</b>	<b>\$0</b>	<b>\$966,265</b>	<b>\$0</b>

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 2020: 78102-20 Administrative Hub Finance



**Department:** County Assets **Program Contact:** Karin Tawney  
**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 five service teams in the Department of County Assets (DCA) Administrative Services Hub. HR provides direct human resources, labor relations and related services for over 700 employees to the departments of County Assets, County Management (DCM), and Non-Departmental County agencies and offices.

### Program Summary

This program provides a full range of HR services to 750 regular and limited duration employees and approximately 41 temporary and/or on-call employees. The supported employees include 430 members of AFSCME Local 88, 16 members in IUOE Local 701 (Operating Engineers) and 21 members of IBEW Local 48 (Electrical Workers). Additionally, there are 191 executive and management employees, 46 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; track required trainings; HR information systems data entry, complex records management and compliance; timekeeping and e-timesheet training and review. The HR team also provides strategic planning around equity and inclusion; recruitment and retention; onboarding new employees; and is a strategic business partner and resource for managers and employees. 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 with a focus on equity and inclusion. Workforce 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 and bargaining teams. Ensure department compliance with the county's compensation and classification plans and policies.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of recruitments conducted	145	155	135	155
Outcome	Number of employees provided full range of HR services	717	717	710	717

### Performance Measures Descriptions

PM #1 Output - Number of all recruitments 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,609,823	\$0	\$1,862,750	\$0
Contractual Services	\$500	\$0	\$5,000	\$0
Materials & Supplies	\$20,750	\$0	\$14,700	\$0
Internal Services	\$217,976	\$0	\$245,650	\$0
<b>Total GF/non-GF</b>	<b>\$1,849,049</b>	<b>\$0</b>	<b>\$2,128,100</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,849,049</b>		<b>\$2,128,100</b>	
<b>Program FTE</b>	10.00	0.00	12.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,158,390	\$0	\$1,232,721	\$0
<b>Total Revenue</b>	<b>\$1,158,390</b>	<b>\$0</b>	<b>\$1,232,721</b>	<b>\$0</b>

## 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 2020: 78103-20 Administrative Hub Human Resources

Added new HR Senior Analyst and HR Manager 1 positions to support Non-Departmental Human Resources.

**Department:** County Assets      **Program Contact:** Patrick Williams  
**Program Offer Type:** Support      **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.

**Program Summary**

This program offer focuses on the development, implementation, and oversight of program driven initiatives related to materials and services purchased countywide. This organization reports to the DCA Finance Manager.

The program includes a Strategic Sourcing Analyst and a Contract Specialist in order to provide strategy, leadership, oversight and monitoring, strategic sourcing plans and compliance analysis/oversight for several contracts and millions of dollars each year.

Strategic Sourcing initiatives primarily support professional services purchased countywide. Support also includes collaboration with departmental partners in the review of Administrative Procedures 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Strategic Sourcing Initiatives undertaken and completed	6	6	4	6
Outcome	Quarterly vendor management evaluations and scorecards for 100% of Strategic Sourcing suppliers	N/A	N/A	N/A	100%

**Performance Measures Descriptions**

Output - Strategic Sourcing Initiatives undertaken and completed reflects the implementation rate of the County's Strategic Sourcing practices, which improve strategic purchases.

## Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$232,950	\$0	\$257,881	\$0
Materials & Supplies	\$6,547	\$0	\$500	\$0
Internal Services	\$49,054	\$0	\$40,950	\$0
<b>Total GF/non-GF</b>	<b>\$288,551</b>	<b>\$0</b>	<b>\$299,331</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$288,551</b>		<b>\$299,331</b>	
<b>Program FTE</b>	2.00	0.00	2.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is funded in the General Fund.

## Significant Program Changes

**Last Year this program was:** FY 2020: 78104-20 Countywide Strategic Sourcing

An open position in the Strategic Sourcing program was reclassified from a Procurement Analyst Senior to a Contract Specialist in FY20. Strategic Sourcing is taking over responsibility for contract development, execution, and monitoring as well as supplier management activities for Strategic Sourcing initiative contracts from Central Purchasing.

**Department:** County Assets

**Program Contact:** Naomi Butler

**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, including leading the energy and utility strategy to achieve the Department of County Assets carbon reduction goals and County Climate Action Plan goals. This office is responsible for centralizing and maintaining all critical building information, coordinating technology systems, administering the division-wide process improvement projects, and overseeing key performance and benchmark metrics.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Facility Portfolio Performance Report Completed	1	1	1	1
Outcome	Percent of employee performance evaluations completed	99%	100%	100%	100%

### Performance Measures Descriptions

Output: Portfolio performance report demonstrates effectiveness of current initiatives and informs future strategies.

Outcome: All employees will receive annual feedback on their performance, develop appropriate work goals and competencies, and assess professional development opportunities. One PPR was incomplete in FY19 due to an extended medical leave.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,411,652	\$0	\$1,615,386
Contractual Services	\$0	\$30,000	\$0	\$1,168,221
Materials & Supplies	\$0	\$3,228,918	\$0	\$101,509
Internal Services	\$0	\$1,748,964	\$0	\$1,764,503
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$6,419,534</b>	<b>\$0</b>	<b>\$4,649,619</b>
<b>Program Total:</b>	<b>\$6,419,534</b>		<b>\$4,649,619</b>	
<b>Program FTE</b>	0.00	8.75	0.00	10.25

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	(\$224)
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$224)</b>

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. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

**Last Year this program was:** FY 2019: 78200-19 Facilities Director's Office

2 new positions added for ongoing TRIRIGA and FPM technology support. These positions were previously funded through the Multco Align Project.

.5 FTE is reduced through a realignment of admin support duties and is offset by a like increase in Program Offer 78204.

\$1M beginning working capital transferred to Capital Improvement Fund to restore fund for detention electronics.

\$1M BWC carry-forward for maintenance project identified in FY 2020 to be completed in FY 2021



**Program #78201 - Facilities Debt Service and Capital Fee Pass Through**

7/24/2020

**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 Series 2017 debt. The outstanding debt issues have funded a number of capital improvements and acquisitions. All binding obligations were confirmed by the CFO and approved by the Board of County Commissioners.

In FY 2021 debt payments support the new Central Courthouse, the Gladys McCoy Health Headquarters and Department of Community Justice (DCJ) East Campus.

Debt for the new Health Headquarters is offset by \$1 million in proceeds from the sale of the former McCoy building.

<b>Performance Measures</b>					
<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY19 Actual</b>	<b>FY20 Budgeted</b>	<b>FY20 Estimate</b>	<b>FY21 Offer</b>
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**

Output: Facilities and Property Management provides accurate billing for debt service and capital fee pass through expenses

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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Internal Services	\$0	\$10,691,481	\$0	\$5,976,981
Cash Transfers	\$0	\$507,811	\$0	\$332,066
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$11,199,292</b>	<b>\$0</b>	<b>\$6,309,047</b>
<b>Program Total:</b>	<b>\$11,199,292</b>		<b>\$6,309,047</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$10,300,780	\$0	\$5,944,928
<b>Total Revenue</b>	<b>\$0</b>	<b>\$10,300,780</b>	<b>\$0</b>	<b>\$5,944,928</b>

## 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. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

## Significant Program Changes

**Last Year this program was:** FY 2020: 78201-20 Facilities Debt Service and Capital Fee Pass Through

Series 2014 debt has been retired for Multnomah County East, Blanchard, and Multnomah Buildings.



**Department:** County Assets **Program Contact:** Michael Strauch

**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 that over 140 Multnomah County 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 76.5 FTE in 9 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 that:

- Reduces capital repairs;
- Reduces unscheduled shutdowns and repairs;
- Extends equipment and facility life to realize life-cycle cost savings;
- Meets Climate Action Plan goals by conserving energy and resources through the optimization of more efficient equipment and systems;
- 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, efficient and functional facilities that meet programmatic requirements;
- Supports County departments' program delivery by providing 24x7 services, including non facilities related services, such as servicing needle collection drop boxes;
- Coordinates and distributes communication of building related activities and emergency events;
- Manages inclement weather response;
- 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percentage of Preventive Maintenance to Reactive Maintenance	70%	65%	50%	60%
Outcome	Customer Satisfaction Rating	97%	95%	95%	95%

**Performance Measures Descriptions**

Output: The percentage of preventive maintenance work demonstrates the level of effort on proactive monitoring and maintenance of building systems. Focus on preventive maintenance maximizes life cycle and reduces cost of breakdown repair.

Output: Customer service surveys are issued with each closed work order notification with a goal of 100% client satisfaction.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$9,980,547	\$0	\$10,724,001
Contractual Services	\$0	\$320,716	\$0	\$329,535
Materials & Supplies	\$0	\$12,147,625	\$0	\$12,714,982
Internal Services	\$0	\$1,621,048	\$0	\$1,804,529
Capital Outlay	\$0	\$0	\$0	\$42,630
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$24,069,936</b>	<b>\$0</b>	<b>\$25,615,677</b>
<b>Program Total:</b>	<b>\$24,069,936</b>		<b>\$25,615,677</b>	
<b>Program FTE</b>	0.00	71.50	0.00	76.50

Program Revenues				
Other / Miscellaneous	\$0	\$35,545,817	\$0	\$36,579,295
Beginning Working Capital	\$0	\$3,270,582	\$0	\$3,341,034
Service Charges	\$0	\$2,156,986	\$0	\$1,055,073
<b>Total Revenue</b>	<b>\$0</b>	<b>\$40,973,385</b>	<b>\$0</b>	<b>\$40,975,402</b>

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. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78202-19 Facilities Operations and Maintenance

3 FTE added due to the cumulative add of shelter facilities, DCJ East Campus buildings, and significantly larger replacements of the McCoy and Courthouse buildings, 1 FTE added to review projects for OSHA and JCAHO compliance and to ensure compliance policies are up to date and maintained and 1 FTE to ensure 24/7 Dispatch coverage.



## Legal / Contractual Obligation

The Facilities Division contracts with Qualified Rehabilitation Firms (QRFs) to provide janitorial, landscaping and security services.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,391,695	\$0	\$1,413,698
Contractual Services	\$0	\$7,234,773	\$0	\$9,398,964
Materials & Supplies	\$0	\$669,325	\$0	\$470,847
Internal Services	\$0	\$300,207	\$0	\$322,635
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$9,596,000</b>	<b>\$0</b>	<b>\$11,606,144</b>
<b>Program Total:</b>	<b>\$9,596,000</b>		<b>\$11,606,144</b>	
<b>Program FTE</b>	0.00	7.65	0.00	8.65

Program Revenues				
Other / Miscellaneous	\$0	\$3,188,702	\$0	\$4,372,266
Financing Sources	\$0	\$135,000	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,323,702</b>	<b>\$0</b>	<b>\$4,372,266</b>

## 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. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

## Significant Program Changes

**Last Year this program was:** FY 2019: 78203-19 Facilities Client Services

Contractual Services increase due primarily to a new custodial contracts and services at the new courthouse.

One Project Manager/Property Manager FTE, previously funded as an LDA with one-time-only support, is added to support the homeless shelters. This position will continue to coordinate with Joint Office of Homeless Services (JOHS), Facilities staff, shelter operators, vendors, and service providers to help ensure shelter facilities are successfully established and maintained from a building perspective.



## Legal / Contractual Obligation

There are a number of projects carrying over into FY21 that have contractual obligations to vendors and/or service providers.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,448,256	\$0	\$1,041,609
Contractual Services	\$0	\$90,000	\$0	\$0
Materials & Supplies	\$0	\$28,600	\$0	\$28,126
Internal Services	\$0	\$582,364	\$0	\$836,907
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,149,220</b>	<b>\$0</b>	<b>\$1,906,642</b>
<b>Program Total:</b>	<b>\$2,149,220</b>		<b>\$1,906,642</b>	
<b>Program FTE</b>	0.00	9.30	0.00	9.80

Program Revenues				
Other / Miscellaneous	\$0	\$1,801,232	\$0	\$909,983
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,801,232</b>	<b>\$0</b>	<b>\$909,983</b>

## Explanation of Revenues

This program is primarily funded by the Asset Preservation (2509) funds. Additional revenue comes from other departments in the form of billable service request work.

AP Fees: \$909,983

## Significant Program Changes

**Last Year this program was:** FY 2020: 78204-20 Facilities Capital Operation Costs

Administrative overhead costs are recovered from the Asset Preservation Fund.

.5 FTE is added through a realignment of admin support duties and is offset by a like decrease in Program Offer 78200.



## Legal / Contractual Obligation

There are a number of projects carrying over into FY21 that have contractual obligations to vendors and/or service providers.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$16,165,873	\$0	\$20,718,292
Internal Services	\$0	\$0	\$0	\$106,270
Capital Outlay	\$0	\$127,671	\$0	\$130,686
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$16,293,544</b>	<b>\$0</b>	<b>\$20,955,248</b>
<b>Program Total:</b>	<b>\$16,293,544</b>		<b>\$20,955,248</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,091,953	\$0	\$8,174,778
Financing Sources	\$0	\$313,973	\$0	\$1,167,824
Interest	\$0	\$7,200	\$0	\$434,608
Beginning Working Capital	\$0	\$13,970,471	\$0	\$10,696,383
Service Charges	\$0	\$233,799	\$0	\$481,655
<b>Total Revenue</b>	<b>\$0</b>	<b>\$18,617,396</b>	<b>\$0</b>	<b>\$20,955,248</b>

## Explanation of Revenues

Fund 2507 Capital Improvement Program:  
 BWC \$10.6 Million from Project Carryover, \$0.1 Million from Asset Replacement program offer  
 IG City of Portland share of Justice Center Projects \$0.5 Million  
 Intl Svc Reimbursement CIP Fee from County Occupants \$3.2 Million  
 Cash Transfer Revenue from External Clients \$0.2 Million  
 Other Revenue \$5.0 Million from Client Funded Projects  
 Interest Income \$0.4 Million  
 OTO \$1M cash transfer from Facilities Fund 3505 to restore CIP fund for detention electronic increased costs

## Significant Program Changes

**Last Year this program was:** FY 2020: 78205-20 Facilities Capital Improvement Program

Capital Operations administrative overhead costs reallocated to Asset Preservation Fund.





## Legal / Contractual Obligation

There are a number of projects carrying over into FY21 that have contractual obligations to vendors and/or service providers.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$16,514,395	\$0	\$21,263,654
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$16,514,395</b>	<b>\$0</b>	<b>\$21,263,654</b>
<b>Program Total:</b>	<b>\$16,514,395</b>		<b>\$21,263,654</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,655,476	\$0	\$7,576,752
Financing Sources	\$0	\$193,838	\$0	\$164,242
Interest	\$0	\$0	\$0	\$303,904
Beginning Working Capital	\$0	\$11,800,000	\$0	\$14,215,415
Service Charges	\$0	\$170	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$16,649,484</b>	<b>\$0</b>	<b>\$22,260,313</b>

## Explanation of Revenues

BWC from Routine Project Carryover \$14.2 Million  
 Intl Svc Reimbursement AP Fee from County Occupants \$7.6 Million  
 Cash Transfer Revenue from External Clients \$0.2 Million  
 Interest Income \$0.3 Million

## Significant Program Changes

Last Year this program was: FY 2020: 78206-20 Facilities Capital Asset Preservation Program



## Legal / Contractual Obligation

There are a number of projects carrying over into FY21 that have contractual obligations to vendors and/or service providers.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>
Personnel	\$0	\$672,077	\$0	\$694,270
Contractual Services	\$0	\$4,000	\$0	\$4,110
Materials & Supplies	\$0	\$27,057	\$0	\$19,039
Internal Services	\$0	\$47,283	\$0	\$51,538
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$750,417</b>	<b>\$0</b>	<b>\$768,957</b>
<b>Program Total:</b>	<b>\$750,417</b>		<b>\$768,957</b>	
<b>Program FTE</b>	0.00	4.55	0.00	4.55

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$0	\$0	\$483,866
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$483,866</b>

## 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. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

## Significant Program Changes

Last Year this program was: FY 2020: 78207-20 Facilities Interiors Group

**Department:** County Assets      **Program Contact:** Naomi Butler  
**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 at County facilities including electric, natural gas, water, sewer and waste/recycling. Expenses are passed through to County Departments as a building specific utility charge based on occupancy. The Facilities Director's Office monitors, evaluates, approves payment, and recommends strategy for reducing utility expenses in an ongoing effort to increase operating efficiencies and decrease 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. FPM continues to work with the Office of Sustainability to educate building occupants on the value of resource conservation. The Energy and Utility Specialist in the Director's Office 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 resources. 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 and achieve Climate Action Plan goals. The Board of County Commissioners resolved to purchase 100% of electricity through renewable energy sources, consequently the FY 2021 utility rates continues to include the cost of purchasing renewable energy credits.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Energy Use Intensity (Energy use per square foot)	71.8	70	70	69
Outcome	Percent reduction in carbon emissions	4.5%	3%	3%	3%

### Performance Measures Descriptions

**Output:** Energy Use Intensity reflects the energy consumption per square foot in County facilities. A declining rate demonstrates increased operating efficiency.

**Outcome:** The Department of County Assets established a goal to reduce greenhouse gas emissions by 3% annually.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Materials & Supplies	\$0	\$6,150,000	\$0	\$6,334,630
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$6,150,000</b>	<b>\$0</b>	<b>\$6,334,630</b>
<b>Program Total:</b>	<b>\$6,150,000</b>		<b>\$6,334,630</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,440,020	\$0	\$5,600,770
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,440,020</b>	<b>\$0</b>	<b>\$5,600,770</b>

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. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2020: 78208-20 Facilities Utilities Pass Through

FY 2021 will be the first year that includes new Central Courthouse



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$276,391	\$0	\$286,109
Contractual Services	\$0	\$55,000	\$0	\$55,545
Materials & Supplies	\$0	\$7,676,038	\$0	\$8,536,439
Internal Services	\$0	\$22,766	\$0	\$25,166
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$8,030,195</b>	<b>\$0</b>	<b>\$8,903,259</b>
<b>Program Total:</b>	<b>\$8,030,195</b>		<b>\$8,903,259</b>	
<b>Program FTE</b>	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$7,872,487	\$0	\$8,801,029
Service Charges	\$0	\$0	\$0	\$1,106,233
<b>Total Revenue</b>	<b>\$0</b>	<b>\$7,872,487</b>	<b>\$0</b>	<b>\$9,907,262</b>

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. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78209-19 Facilities Lease Management

The largest increase is in the main Five Oaks (formerly Lincoln) lease. This lease included a 3-month (or \$720,000) rent holiday at the start of the new lease agreement in FY 2020. Since this rent holiday is no longer included, the budget for this lease has increased accordingly above regular annual increases.





**Legal / Contractual Obligation**

N/A

**Revenue/Expense Detail**

	<b>Adopted General Fund</b>	<b>Adopted Other Funds</b>	<b>Adopted General Fund</b>	<b>Adopted Other Funds</b>
<b>Program Expenses</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>
Personnel	\$0	\$1,130,721	\$0	\$1,169,733
Contractual Services	\$0	\$260,000	\$0	\$267,150
Materials & Supplies	\$0	\$9,840	\$0	\$10,114
Internal Services	\$0	\$144,439	\$0	\$159,914
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,545,000</b>	<b>\$0</b>	<b>\$1,606,911</b>
<b>Program Total:</b>	<b>\$1,545,000</b>		<b>\$1,606,911</b>	
<b>Program FTE</b>	0.00	7.00	0.00	7.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$0	\$0	\$684,443
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$684,443</b>

**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. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

**Significant Program Changes**

**Last Year this program was:** FY 2020: 78210A-20 Facilities Strategic Planning and Projects

**Department:** County Assets **Program Contact:** Scott Churchill  
**Program Offer Type:** Innovative/New Program **Program Offer Stage:** As Adopted  
**Related Programs:** 78210A  
**Program Characteristics:**

**Executive Summary**

In FY 2018 the County authorized One Time Only (OTO) funds to survey the Vance Property in order to support development of a long term Master Plan. Department of Community Services (DCS) Planning and County Leadership along with Department of County Assets (DCA) Facilities formed a steering committee earlier in FY 2018 in order to build a Roadmap of Master Planning efforts to date and outline next steps. The work includes Parcel Development Planning, Storm Water Retention Analysis, Zoning and Best Use Analysis and Preliminary Structure location Analysis.

**Program Summary**

This program offer includes environmental site technical studies to continue a master planning process. It will lead to enhanced development options which make better use of the former quarry and the associated park portion on the west side of the property. Technical work completed to date include an ALTA Survey, gas and water monitoring, landfill waste field investigations, and installation of additional ground water monitoring stations.

The goal of the plan 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 plan will consider the needs of the DCS including infrastructure needs, service provision, and present and future division land use needs, as well as any financial impact to the Road fund. In addition, we will be working closely with the City of Gresham to assess the park portion of the Vance Property along the western edge in order to determine best usage and future options.

DCS continues to work closely with internal stakeholders, and external partners and stakeholders to evaluate the future options for this property. The Project Leadership Team includes members from the Governor's Regional Solutions team, County Leadership, METRO, City of Gresham, DCS, MCHD, and FPM.

Through a formal solicitation, Cascadia Partners and their team was hired to provide Master Planning Services toward this effort that will include, programming, community engagement, financial analysis, feasibility analysis, and technical advisement on creating development options for this property. This initial effort is planned to be completed in FY21.

Based on alignment with County policies and goals and community benefit, the team will provide guidance on future implementation of the various options.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Master Plan Development Options	N/A	N/A	N/A	1
Outcome	Completion of Development Options for Vance Properties	N/A	N/A	20%	100%

**Performance Measures Descriptions**

PM #1 Output—Technical site work and creation of development options.  
 PM #2 Outcome—The Master Plan Development Options will be 100% complete during FY 21.

## Legal / Contractual Obligation

The project received Business Oregon Brownfield Redevelopment Grant. The project has submitted an application to receive funding through the DEQ Solid Waste Orphan Site Fund. The Board of County Commissioners approved submission of this application in December 2019.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$300,000	\$0	\$370,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$370,000</b>
<b>Program Total:</b>	<b>\$300,000</b>		<b>\$370,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$370,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$370,000</b>

## Explanation of Revenues

Beginning working capital is all carry over of unspent one-time-only funding and includes \$130,000 from General Fund and \$240,000 from Video Lottery Fund.

## Significant Program Changes

**Last Year this program was:** FY 2020: 78210B-20 Vance Property Master Plan

Receipt and approval of Brownfield Redevelopment funds increases scope of work that can be completed and will extend completion of this program offer.

**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 has completed the 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 prepared detailed cost estimates during the design phase and finalized a Guaranteed Maximum Price in September 2017. The Contractor is scheduled to be Substantially Complete in the Spring of 2020. Operational workflow testing and Final Occupancy Certification will take place following Substantial Completion. Occupancy is planned for summer of calendar year 2020.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Completion of concrete floors	100%	N/A	N/A	N/A
Outcome	Building Structural Topping Out	100%	N/A	N/A	N/A
Output	Completion of Courthouse Construction	N/A	100%	100%	N/A
Outcome	Courthouse open for court operations	N/A	N/A	N/A	100%

**Performance Measures Descriptions**

PM #1 Output: Completed placing of all of concrete for the 17 floors of the building  
 PM #2 Outcome: 100% completion of Building Structural - aka Structural Topping Out  
 PM #3 Output: Substantial Completion of Courthouse Construction  
 PM #4 Outcome: Courthouse will open for operations with improved efficiency and safety for County programs, OJD and the public.

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$177,051	\$0	\$0
Contractual Services	\$0	\$111,498,571	\$0	\$9,000,000
Internal Services	\$0	\$7,474	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$111,683,096</b>	<b>\$0</b>	<b>\$9,000,000</b>
<b>Program Total:</b>	<b>\$111,683,096</b>		<b>\$9,000,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$37,842,337	\$0	\$0
Other / Miscellaneous	\$0	\$775,000	\$0	\$0
Beginning Working Capital	\$0	\$68,000,000	\$0	\$9,000,000
Service Charges	\$0	\$5,125,000	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$111,742,337</b>	<b>\$0</b>	<b>\$9,000,000</b>

## Explanation of Revenues

• \$9.0 million working capital carryover from FY 2020.

## Significant Program Changes

**Last Year this program was:** FY 2020: 78212-20 Facilities Downtown Courthouse

Decrease of \$102.7 million from FY 2020 as is projected to be substantially completed in FY 2020.



## Legal / Contractual Obligation

There are a number of projects carrying over into FY21 that have contractual obligations to vendors and/or service providers.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$5,332,881	\$0	\$5,981,446
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$5,332,881</b>	<b>\$0</b>	<b>\$5,981,446</b>
<b>Program Total:</b>	<b>\$5,332,881</b>		<b>\$5,981,446</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,632,881	\$0	\$2,843,511
Interest	\$0	\$0	\$0	\$80,235
Beginning Working Capital	\$0	\$2,700,000	\$0	\$3,057,700
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,332,881</b>	<b>\$0</b>	<b>\$5,981,446</b>

## Explanation of Revenues

BWC Estimated carry forward of ongoing projects \$3.0 Million  
Intl Svc Reimbursement Capital Fee on Owned Library Buildings \$2.8 Million  
Interest Income \$0.1 Million

## Significant Program Changes

**Last Year this program was:** FY 2020: 78213-20 Library Construction Fund

The Library District has chosen to increase the funding level for FY21 to better meet the needs of their building stock by investing in capital improvement projects, similar to the increases in FY20.



**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. Construction began on February 17, 2017 and the Board of County Commissioners approved the resolution 2017-051 on June 15, 2017 to authorize the GMP amendment with JE Dunn Construction. The steel structure has been completed and a topping ceremony was held December 6, 2017. Construction is on track to be completed in FY 2019. Project construction audit will be completed in FY 2020.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Construction of the Gladys McCoy Building is complete	N/A	100%	100%	N/A
Outcome	Health Department can deliver services from this location	N/A	100%	100%	N/A
Output	Completion of project construction audit	N/A	N/A	N/A	100%

### Performance Measures Descriptions

PM #1: The metric (output) is completing the construction of the Gladys McCoy Building.

PM #2: Health Department can deliver services from this location.

PM #3: Audit of project construction costs and contract compliance to be completed by independent external auditor.

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$7,500,000	\$0	\$2,100,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$7,500,000</b>	<b>\$0</b>	<b>\$2,100,000</b>
<b>Program Total:</b>	<b>\$7,500,000</b>		<b>\$2,100,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$7,500,000	\$0	\$5,500,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$7,500,000</b>	<b>\$0</b>	<b>\$5,500,000</b>

## Explanation of Revenues

The carryover is to meet contractual obligations to vendors and service providers with the balance transferred to the General Fund.

## Significant Program Changes

**Last Year this program was:** FY 2019: 78214-19 Health Headquarters Construction

Project is Complete. Minor building and systems adjustments continue through April 2020.



## Legal / Contractual Obligation

In 2014 the FQHC received a service expansion grant to expand services at the SEHC. Any change in hours/location must be approved by both the CHC and HRSA. Board approved FAC-1 on May 14, 2020.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$0	\$880,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$880,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$880,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$880,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$880,000</b>

## Explanation of Revenues

\$880,000 working capital carryover from FY 2020, remainder of funding is in general fund contingency

## Significant Program Changes

Last Year this program was:



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$4,255,896	\$0	\$3,358,765
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$4,255,896</b>	<b>\$0</b>	<b>\$3,358,765</b>
<b>Program Total:</b>	<b>\$4,255,896</b>		<b>\$3,358,765</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$4,255,896	\$0	\$3,358,765
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,255,896</b>	<b>\$0</b>	<b>\$3,358,765</b>

Explanation of Revenues

This program offer will be funded with \$3.4 Million in carryover from FY 2020.

Significant Program Changes

Last Year this program was: FY 2020: 78218-20 MCSO Facilities Relocation and Reconfiguration



## Legal / Contractual Obligation

BCC has earlier approved limited funding to proceed with Pre-Construction contracts using the CM/GC model for Architectural, Engineering and General Contractor services.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$0	\$1,700,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,700,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$1,700,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$1,700,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,700,000</b>

## Explanation of Revenues

\$1.7 Million working capital carryover from FY 2020.

## Significant Program Changes

Last Year this program was:





Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$6,746,499	\$0	\$200,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$6,746,499</b>	<b>\$0</b>	<b>\$200,000</b>
<b>Program Total:</b>	<b>\$6,746,499</b>		<b>\$200,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$6,000,000	\$0	\$200,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$6,000,000</b>	<b>\$0</b>	<b>\$200,000</b>

Explanation of Revenues

This program offer is funded by beginning working capital carried over from FY 2020. The Project is scheduled to be substantially completed in spring 2020 with \$200K carryover for payment of work not completed in FY 2020.

Significant Program Changes

Last Year this program was: FY 2020: 78220-20 DCJ East County Campus

**Department:** County Assets **Program Contact:** Kate Vance

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

**Related Programs:**
**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 detention center. The security electronics were overhauled in 2006, when new Programmable Logic Controllers and touch panels 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 no longer viable to support. New technologies available will lower cost while improving the operation, maintainability, and safety of the facility.

### Program Summary

This carryover project is currently in construction. The project is expected to reach substantial completion in FY21 Q3. 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 (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 6 different systems:

- 1 - INTERCOM SYSTEM: provides immediate communications between control centers to inmate cells, movement doors, and other critical locations
- 2- VIDEO SURVEILLANCE SYSTEM: provides visual supervision and 60 minutes of recording time for inmate and public areas of the facility
- 3 - PLC/TOUCHSCREEN SYSTEMS: upgrade to support the current Unity programming software.
- 4 - ACCESS CONTROL SYSTEM: allows staff to enter doors and areas without control room intervention, and is also used for interlock override by the control room staff.
- 5 - ADMINISTRATIVE INTERCOM PHONE SYSTEM: provides dedicated detention-grade master phone stations for fast and easy communications between control room officers, management, medical, and other detention-oriented locations.
- 6 - VIDEO MANAGEMENT SYSTEM: replaces the multitude of independent, stand-alone systems currently installed and creates standardization of video systems across all County detention facilities.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Prioritized order for system implementation	1	1	1	1
Outcome	Percent of systems successfully implemented	5%	100%	65%	100%

### 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--Anticipated that 100% of the systems implementation will be completed in Q3 FY 2021.

## Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2021.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>
Contractual Services	\$0	\$4,771,626	\$0	\$2,338,134
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$4,771,626</b>	<b>\$0</b>	<b>\$2,338,134</b>
<b>Program Total:</b>	<b>\$4,771,626</b>		<b>\$2,338,134</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$0	\$0	\$92,583
Beginning Working Capital	\$0	\$3,400,000	\$0	\$2,245,551
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,400,000</b>	<b>\$0</b>	<b>\$2,338,134</b>

## Explanation of Revenues

This program offer will be funded by Beginning Working Capital carry over from FY 2020, which includes \$1.3 M transferred from other projects within the same fund.

## Significant Program Changes

**Last Year this program was:** FY 2020: 78221-20 MCDC Detention Electronics

Due to procurement challenges, project was significantly delayed and additional budget of \$1.3M is required to complete the scope of work.

**Department:** County Assets **Program Contact:** Kate Vance

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

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

This program offer will fund essential repairs to the Multnomah County Sheriff Office (MCSO) River Patrol boathouses and related facilities. These repairs will address immediate life safety, code and seismic deficiencies, roof-related upgrades, and repairs that require immediate attention to prevent further degradation of the structure.

**Program Summary**

This carryover project is currently in bidding and jurisdictional review, and the most critical work is currently under construction. All construction work is expected to be completed and the project closed out in FY21.

A study was commissioned by Facility and Property Management (FPM) and completed in February, 2018 to determine the scope of deferred maintenance required for the MCSO River Patrol boathouses, docks, and ramps, eight structures in total. Deferred maintenance in the amount of ~\$2 million+ was identified by the contracted architecture/engineering firm. Of the ~\$2 million+, approximately half is considered to be essential to address immediate life safety, code and seismic deficiencies, roof-related upgrades, and repairs that require immediate attention to prevent further degradation of the structures. We currently have an imminent danger correction notice for all Columbia River Patrol boathouses from an electrical inspector to prevent Electrical Shock Drowning (ESD).

Structures identified that need improvements include: B496 Willamette River Boathouse and ramp/landing; B307 Columbia River Gleason Landing River Patrol, B493 Boathouse 1, B494 Boathouse 2, and B495 Boathouse 3, and the fueling dock; B309 Columbia River Chinook Landing Boathouse; and the B499 Columbia River Bonneville Boathouse.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Complete essential deferred maintenance boathouses.	25%	100%	53%	100%
Outcome	MCSO boathouses/floating buildings meet minimum code and safety compliance.	25%	100%	53%	100%

**Performance Measures Descriptions**

Output: Complete essential deferred maintenance on MCSO River Patrol boathouses/buildings/ramps/docks in order to reduce the ongoing rapid deterioration of the assets.

Outcome: Bring MCSO River Patrol boathouses/buildings/ramps/docks up to minimum levels of code and safety compliance.

## Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2021. An imminent danger correction notice for all Columbia River Patrol boat houses from electrical inspector to prevent Electrical Shock Drowning (ESD).

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>
Contractual Services	\$0	\$1,026,349	\$0	\$1,415,139
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,026,349</b>	<b>\$0</b>	<b>\$1,415,139</b>
<b>Program Total:</b>	<b>\$1,026,349</b>		<b>\$1,415,139</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$0	\$0	\$551,000
Beginning Working Capital	\$0	\$1,033,521	\$0	\$864,139
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,033,521</b>	<b>\$0</b>	<b>\$1,415,139</b>

## Explanation of Revenues

This program offer will be funded by Beginning Working Capital carry over from FY 2020.

## Significant Program Changes

**Last Year this program was:** FY 2020: 78227-20 MCSO River Patrol Boathouses Capital Improvements

After further investigation, it was determined that Gleason Landing Columbia Boat House 1 and Chinook Landing Boathouse will be replaced instead of repaired.

**Department:** County Assets **Program Contact:** Kate Vance

**Program Offer Type:** Innovative/New Program **Program Offer Stage:** As Adopted

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

**Executive Summary**

This One-Time-Only request addresses design work to replace the electrical busway riser at the Justice Center that is nearing the end of its useful life. The total estimated cost to replace the system is between \$6 million and \$7.6 million. This request is for the preliminary project planning \$900,000.

**Program Summary**

The Justice Center's incoming building electrical service, busway risers, and electrical distribution equipment are mostly of original construction (1981) and are fast approaching their end of useful life. This program offer focuses on the replacement of the main incoming service and busway risers because failure of these systems would result in significant, if not complete, electrical outage throughout the entire building.

The first year of the program offer will focus on preliminary planning, investigation, design, and more accurate cost estimates in order to request the full amount in FY 2022.

\$900,000 for preliminary project planning:

Complete design

Update cost estimates

Prepare for procurement

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Complete preliminary planning, investigation, and design documents.	na	na	na	100%
Outcome	Use design plans to develop accurate cost estimates and revised program offer	na	na	na	100%

**Performance Measures Descriptions**

PM-1 Complete preliminary planning, investigation, and design documents.

## Legal / Contractual Obligation

Condo agreement with City of Portland

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$0	\$900,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$900,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$900,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$900,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$900,000</b>

## Explanation of Revenues

This is a one-time-only General Fund request.

## Significant Program Changes

Last Year this program was:





Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$194,896	\$0	\$268,853
Contractual Services	\$0	\$1,427,603	\$0	\$1,225,871
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,622,499</b>	<b>\$0</b>	<b>\$1,494,724</b>
<b>Program Total:</b>	<b>\$1,622,499</b>		<b>\$1,494,724</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$468,020	\$0	\$0
Beginning Working Capital	\$0	\$1,154,479	\$0	\$1,404,724
Service Charges	\$0	\$0	\$0	\$90,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,622,499</b>	<b>\$0</b>	<b>\$1,494,724</b>

Explanation of Revenues

This program will carryover unspent one time only revenues into FY 2021 as beginning working capital through project completion.

Significant Program Changes

Last Year this program was: FY 2020: 78301-20 IT Innovation & Investment Projects

**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 is responsible for the Demand Planning function throughout the IT portfolio.

This program coordinates and manages the annual strategic planning and review process. The planning process ensures that the right resources are focused on the strategic technology 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 2019, the full IT Project Portfolio consisted of 253 projects active during the course of the year and 116 projects were completed during the year including the Multco Align project. The Planning, Projects, and Portfolio Management group maintains the County's Digital Strategy Priority Projects Portfolio consisting of approximately 10-15 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Maintain ratio of planned to unplanned work for actual time worked	80%	80%	76%	80%
Outcome	Number of strategic reports shared with leaders improving transparency.	2	3	3	3
Outcome	Percent of strategic projects completed on time per project schedules baseline.	50%	80%	80%	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.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,949,457	\$0	\$2,022,779
Contractual Services	\$0	\$40,000	\$0	\$86,641
Materials & Supplies	\$0	\$178,705	\$0	\$196,350
Internal Services	\$0	\$400	\$0	\$400
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,168,562</b>	<b>\$0</b>	<b>\$2,306,170</b>
<b>Program Total:</b>	<b>\$2,168,562</b>		<b>\$2,306,170</b>	
<b>Program FTE</b>	0.00	10.00	0.00	10.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,168,562	\$0	\$2,372,820
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,168,562</b>	<b>\$0</b>	<b>\$2,372,820</b>

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 2020: 78302-20 IT Planning, Projects & Portfolio Management

**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 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 residents of and visitors to Multnomah County. Professional, customer service oriented 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 more than 6,000 employees and business partners. By focusing on first call resolution of problems, such as inability to access documents, working with Google and 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, 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 remaining 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of customer tickets processed	30,000	30,000	30,000	30,000
Outcome	Percent of total calls to the Help Desk that are abandoned.	5%	5%	5%	5%
Outcome	Calls resolved at the Help Desk	64%	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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,165,203	\$0	\$1,167,855
Contractual Services	\$0	\$0	\$0	\$1,800
Materials & Supplies	\$0	\$7,244	\$0	\$10,760
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,172,447</b>	<b>\$0</b>	<b>\$1,180,415</b>
<b>Program Total:</b>	<b>\$1,172,447</b>		<b>\$1,180,415</b>	
<b>Program FTE</b>	0.00	8.40	0.00	8.75

Program Revenues				
Other / Miscellaneous	\$0	\$1,172,447	\$0	\$1,185,291
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,172,447</b>	<b>\$0</b>	<b>\$1,185,291</b>

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 2020: 78303-20 IT Help Desk Services

Partial position 707814 [+0.50] moved from Program Offer 78307 (IT Desktop Services), partially offset against reduced position [-0.15].



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$996,498	\$0	\$1,071,107
Contractual Services	\$0	\$130,000	\$0	\$0
Materials & Supplies	\$0	\$2,194,199	\$0	\$1,920,333
Internal Services	\$0	\$16,200	\$0	\$16,200
Capital Outlay	\$0	\$40,000	\$0	\$40,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,376,897</b>	<b>\$0</b>	<b>\$3,047,640</b>
<b>Program Total:</b>	<b>\$3,376,897</b>		<b>\$3,047,640</b>	
<b>Program FTE</b>	0.00	5.00	0.00	5.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,058,018	\$0	\$2,121,296
Beginning Working Capital	\$0	\$1,102,414	\$0	\$734,943
Service Charges	\$0	\$216,465	\$0	\$191,401
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,376,897</b>	<b>\$0</b>	<b>\$3,047,640</b>

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 2020: 78304-20 IT Telecommunications Services





**Revenue/Expense Detail**

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$95,913	\$0	\$101,817
Contractual Services	\$0	\$0	\$0	\$1,095,650
Materials & Supplies	\$0	\$1,119,383	\$0	\$112,899
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,215,296</b>	<b>\$0</b>	<b>\$1,310,366</b>
<b>Program Total:</b>	<b>\$1,215,296</b>		<b>\$1,310,366</b>	
<b>Program FTE</b>	0.00	1.00	0.00	1.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,215,296	\$0	\$1,272,909
Beginning Working Capital	\$0	\$0	\$0	\$37,457
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,215,296</b>	<b>\$0</b>	<b>\$1,310,366</b>

**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 2020: 78305-20 IT Mobile Device Expense Management

NONE



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$2,586,097	\$0	\$2,688,961
Contractual Services	\$0	\$120,000	\$0	\$282,000
Materials & Supplies	\$0	\$3,605,608	\$0	\$3,895,517
Internal Services	\$0	\$1,000	\$0	\$1,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$6,312,705</b>	<b>\$0</b>	<b>\$6,867,478</b>
<b>Program Total:</b>	<b>\$6,312,705</b>		<b>\$6,867,478</b>	
<b>Program FTE</b>	0.00	11.00	0.00	12.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,312,705	\$0	\$6,882,424
<b>Total Revenue</b>	<b>\$0</b>	<b>\$6,312,705</b>	<b>\$0</b>	<b>\$6,882,424</b>

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 2020: 78306-20 IT Network Services

Position 705551 moved from Program Offer 78317 (IT Data Center & Technical Services).

**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 end users with desktops, laptops, tablets, smartphones, 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 more than 7,000 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 residents and visitors 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Desktop device moves are completed 90% on time for requests received 5 days prior to move date	95%	95%	95%	95%
Outcome	New hire devices installed and functional on employee start date on requests received 5 days prior to start day	90%	90%	95%	95%
Outcome	Device refresh occurs within 3 months of warranty end date	70%	70%	70%	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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$2,484,820	\$0	\$2,547,724
Contractual Services	\$0	\$70,000	\$0	\$78,505
Materials & Supplies	\$0	\$49,199	\$0	\$24,873
Internal Services	\$0	\$0	\$0	\$15,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,604,019</b>	<b>\$0</b>	<b>\$2,666,102</b>
<b>Program Total:</b>	<b>\$2,604,019</b>		<b>\$2,666,102</b>	
<b>Program FTE</b>	0.00	17.00	0.00	16.50

Program Revenues				
Other / Miscellaneous	\$0	\$2,604,019	\$0	\$2,669,849
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,604,019</b>	<b>\$0</b>	<b>\$2,669,849</b>

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 2020: 78307-20 IT Desktop Services

Position 707814 moved to Program Offer 78303 (IT Help Desk Services).

**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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percentage of personal computer devices replaced according to replacement schedule	70%	80%	80%	80%
Outcome	Asset database quality, accuracy and completeness	98%	99%	99%	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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$360,000	\$0	\$360,000
Materials & Supplies	\$0	\$2,600,597	\$0	\$3,084,630
Capital Outlay	\$0	\$3,673,087	\$0	\$5,014,207
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$6,633,684</b>	<b>\$0</b>	<b>\$8,458,837</b>
<b>Program Total:</b>	<b>\$6,633,684</b>		<b>\$8,458,837</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,400,589	\$0	\$4,432,589
Beginning Working Capital	\$0	\$2,233,095	\$0	\$4,026,248
<b>Total Revenue</b>	<b>\$0</b>	<b>\$6,633,684</b>	<b>\$0</b>	<b>\$8,458,837</b>

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 2020: 78308-20 IT Asset Replacement

Beginning Working Capital carryover from FY 2020 for replacement of IT assets.



**Department:** County Assets

**Program Contact:** Debra Lee

**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**

Program services include managing requests for IT services and ensuring they are well-defined, prioritized and scheduled in alignment with departmental and County needs. They also include 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	45%	68%	55%	58%
Outcome	Percentage point increase in employee hours spent on planned work	-7%	3%	-13%	3%

**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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$4,116,736	\$0	\$1,331,333
Contractual Services	\$0	\$650,000	\$0	\$650,000
Materials & Supplies	\$0	\$112,721	\$0	\$26,044
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$4,879,457</b>	<b>\$0</b>	<b>\$2,007,377</b>
<b>Program Total:</b>	<b>\$4,879,457</b>		<b>\$2,007,377</b>	
<b>Program FTE</b>	0.00	21.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,879,457	\$0	\$2,014,562
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,879,457</b>	<b>\$0</b>	<b>\$2,014,562</b>

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 2020: 78309-20 IT Health and Human Services Application Services

Due to the type of work required to support this program offer, personnel costs were moved to the IT Data and Reporting Services Program Offer.

**Department:** County Assets

**Program Contact:** Debra Lee

**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 an increase in IT resources available for higher value projects that will move County business strategies forward.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	77%	68%	77%	75%
Outcome	Percentage point increase in time spent on planned projects	5%	4%	9%	0%

**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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$3,251,786	\$0	\$3,411,638
Contractual Services	\$0	\$70,000	\$0	\$0
Materials & Supplies	\$0	\$80,821	\$0	\$88,367
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,402,607</b>	<b>\$0</b>	<b>\$3,500,005</b>
<b>Program Total:</b>	<b>\$3,402,607</b>		<b>\$3,500,005</b>	
<b>Program FTE</b>	0.00	18.00	0.00	19.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,402,607	\$0	\$3,506,012
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,402,607</b>	<b>\$0</b>	<b>\$3,506,012</b>

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 2020: 78310-20 IT Public Safety Application Services

Personnel increased due to movement within IT organization.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,820,568	\$0	\$1,685,800
Materials & Supplies	\$0	\$6,845	\$0	\$40,062
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,827,413</b>	<b>\$0</b>	<b>\$1,725,862</b>
<b>Program Total:</b>	<b>\$1,827,413</b>		<b>\$1,725,862</b>	
<b>Program FTE</b>	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,827,413	\$0	\$1,733,047
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,827,413</b>	<b>\$0</b>	<b>\$1,733,047</b>

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 2020: 78311-20 IT General Government Application Services



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$2,969,615	\$0	\$5,699,786
Materials & Supplies	\$0	\$1,050,384	\$0	\$1,136,984
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$4,019,999</b>	<b>\$0</b>	<b>\$6,836,770</b>
<b>Program Total:</b>	<b>\$4,019,999</b>		<b>\$6,836,770</b>	
<b>Program FTE</b>	0.00	15.50	0.00	28.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,019,999	\$0	\$6,358,055
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,019,999</b>	<b>\$0</b>	<b>\$6,358,055</b>

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 2020: 78312-20 IT Data & Reporting Services

Data & Reporting Services increase in materials and supplies is due to increase spending on software needed to meet program goals. Personnel increased due to movement within IT organization. Position 714940 added from Program Offer 78306 (IT Network Services).





Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,657,261	\$0	\$1,346,950
Contractual Services	\$0	\$289,202	\$0	\$185,000
Materials & Supplies	\$0	\$2,335,339	\$0	\$2,340,478
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$4,281,802</b>	<b>\$0</b>	<b>\$3,872,428</b>
<b>Program Total:</b>	<b>\$4,281,802</b>		<b>\$3,872,428</b>	
<b>Program FTE</b>	0.00	8.00	0.00	7.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,108,746	\$0	\$3,872,428
Beginning Working Capital	\$0	\$173,056	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,281,802</b>	<b>\$0</b>	<b>\$3,872,428</b>

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 2020: 78313-20 IT ERP Application Services

Personnel decreased due to movement within IT organization.

**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, digital accessibility, public websites (i.e. multco.us, multcopets.org and multcolib.org) and internal websites like commons.multco.us. In total, this program supports more than 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, digital accessibility and electronic transaction processing.

Enterprise Web Services include web platform support and maintenance, Google Apps for Government administration, ServiceNow, and support for specific web systems including the public website, the Multnomah County Library's public site, and the County's intranet (Multco Commons). 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent of employee hours spent on customer work versus IT and administrative work	27%	27%	27%	27%
Outcome	Percent of time production systems are available for customer usage (excluding planned outages)	99%	99%	99%	99%

### 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$2,487,877	\$0	\$3,278,787
Materials & Supplies	\$0	\$1,417,125	\$0	\$1,888,466
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,905,002</b>	<b>\$0</b>	<b>\$5,167,253</b>
<b>Program Total:</b>	<b>\$3,905,002</b>		<b>\$5,167,253</b>	
<b>Program FTE</b>	0.00	13.50	0.00	15.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,905,002	\$0	\$5,192,014
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,905,002</b>	<b>\$0</b>	<b>\$5,192,014</b>

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 2020: 78314-20 IT Enterprise and Web Application Services

Personnel increased due to movement within IT organization.

**Department:** County Assets

**Program Contact:** Chris Clancy

**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 completed the selection of a new Library Information System in late 2017 and began using it in 2019. This system is a key component of most day to day activities including inventory management and patron information. The Library uses technology to support its delivery of critical services to the Multnomah County Community. 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	26.1%	50%	35%	50%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	0%	10%	0%	0%

**Performance Measures Descriptions**

PM #1 Output Measure - Employee hours spent on planned versus unplanned work: 50% planned/50% 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 - Increase in the amount of hours spent on planned work vs unplanned work from CYE.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$474,979	\$0	\$386,423
Materials & Supplies	\$0	\$12,210	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$487,189</b>	<b>\$0</b>	<b>\$386,423</b>
<b>Program Total:</b>	<b>\$487,189</b>		<b>\$386,423</b>	
<b>Program FTE</b>	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$487,189	\$0	\$386,423
<b>Total Revenue</b>	<b>\$0</b>	<b>\$487,189</b>	<b>\$0</b>	<b>\$386,423</b>

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 2020: 78315-20 IT Library Application Services

Program change reflects the movement of one Limited Duration Assignment position moving out of IT into the DCA HUB.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$864,726	\$0	\$1,219,305
Contractual Services	\$0	\$49,055	\$0	\$180,678
Materials & Supplies	\$0	\$1,161,467	\$0	\$202,480
Internal Services	\$0	\$11,341,945	\$0	\$11,606,527
Capital Outlay	\$0	\$2,067,745	\$0	\$3,760,967
Cash Transfers	\$0	\$1,468,020	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$16,952,958</b>	<b>\$0</b>	<b>\$16,969,957</b>
<b>Program Total:</b>	<b>\$16,952,958</b>		<b>\$16,969,957</b>	
<b>Program FTE</b>	0.00	3.80	0.00	4.00

Program Revenues				
Other / Miscellaneous	\$0	\$12,693,428	\$0	\$13,116,995
Beginning Working Capital	\$0	\$4,259,530	\$0	\$3,879,423
<b>Total Revenue</b>	<b>\$0</b>	<b>\$16,952,958</b>	<b>\$0</b>	<b>\$16,996,418</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics. This program also acts as the holding account for non-specific division-wide working capital carryover from previous fiscal years.

Significant Program Changes

Last Year this program was: FY 2020: 78316-20 IT Shared Operating Expenses

FTE budget increase is due to 100% of Deputy CIO FTE allocation being budgeted in home cost object (prior allocation was 80%; +0.20 increase).





Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$4,525,998	\$0	\$4,591,214
Contractual Services	\$0	\$8,000	\$0	\$71,500
Materials & Supplies	\$0	\$1,181,895	\$0	\$1,060,541
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$5,715,893</b>	<b>\$0</b>	<b>\$5,723,255</b>
<b>Program Total:</b>	<b>\$5,715,893</b>		<b>\$5,723,255</b>	
<b>Program FTE</b>	0.00	24.75	0.00	23.75

Program Revenues				
Other / Miscellaneous	\$0	\$5,715,893	\$0	\$5,749,340
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,715,893</b>	<b>\$0</b>	<b>\$5,749,340</b>

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 2020: 78317-20 IT Data Center & Technical Services

Position 705551 moved to Program Offer 78306 (IT Network Services).



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$1,219,286	\$0	\$1,219,272
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,219,286</b>	<b>\$0</b>	<b>\$1,219,272</b>
<b>Program Total:</b>	<b>\$1,219,286</b>		<b>\$1,219,272</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$1,219,286	\$0	\$1,219,272
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,219,286</b>	<b>\$0</b>	<b>\$1,219,272</b>

Explanation of Revenues

This program will carryover unspent one time only revenues into FY 2021 as beginning working capital through project completion.

Significant Program Changes

Last Year this program was: FY 2020: 78319-20 CRIMES Replacement

**Department:** County Assets **Program Contact:** Tracey Massey  
**Program Offer Type:** Innovative/New Program **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

The Juvenile Detention Program located at the Juvenile Justice Center provides health care services to youth. Currently, the medical records are paper-based. This is inefficient. In addition, the use of a non-electronic medical record poses potential challenges for legibility, accuracy, continuity of care and medical-legal issues. This program is to establish requirements to procure and implement an EMR that meets the unique needs of this care facility.

### Program Summary

The staff at JDH currently use a paper-based medical record system and document medication delivery on paper medication administration records. Handwritten prescriptions are used to order medications. Laboratory and other test results return and are filed as paper records. This program will document the requirements for an EMR, conduct a procurement, and implement the selected solution. This program will require significant business process design to automate paper-based practices.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Complete the evaluation and selection of the EMR.	N/A	100%	100%	100%
Outcome	Percentage of key milestones met based on approved project plan.	N/A	90%	N/A	90%

### Performance Measures Descriptions

Output: Complete the evaluation and selection of the EMR.

Outcome: Percentage of key milestones met based on approved project plan. [FY20 project plan to be determined based on selection of EMR software]

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$1,000,000	\$0	\$966,887
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$966,887</b>
<b>Program Total:</b>	<b>\$1,000,000</b>		<b>\$966,887</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,000,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$966,887
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$966,887</b>

Explanation of Revenues

Funded with one-time-only General Funds.

Significant Program Changes

Last Year this program was: FY 2020: 78322-20 Electronic Medical Records Corrections Health Juvenile Detention



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$1,000,000	\$0	\$908,588
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$908,588</b>
<b>Program Total:</b>	<b>\$1,000,000</b>		<b>\$908,588</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,000,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$908,588
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$908,588</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 78323-20 Capital Project Management Software



**Department:** County Assets                      **Program Contact:** Tracey Massey  
**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. The system is rolling out in phases from FY19 through FY21.

**Program Summary**

The Division of Assessment, Recording and Taxation (DART) implemented a new system that features integration among all DART functions including GIS, Recording, real and business personal property assessment, tax collection and distribution. The program mission is to improve assessment and taxation services to the customers of Multnomah County by replacing legacy software with current technology, enhancing integration with other applications. The new application reduces systemic gaps and duplication of data existing in our current environment. It increased staff efficiency and the ability to accommodate an increasing workload, playing a key role in e-government for Multnomah County, employing an IT architecture that considers integration with County standard infrastructure. The program goals and objectives are: 1) Acquire and implement available information technology, replace the current Assessment and Taxation computer application, achieve greater efficiency while maintaining or improving accuracy and compliance for A&T business functions; 2) Reduce costs of operations so resources can be more productively used; 3) Improve public 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.

In FY21, the remaining project deliverables are to be completed and paid including: Tax Collection End-to-End Application Testing, UAT Development Support, Acceptance Support, Final Acceptance and Retainage Payment.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of A&T System Project Milestones Met	13	15	18	1
Outcome	System is fully functional, end to end.	N/A	N/A	N/A	100%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$1,386,360	\$0	\$935,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,386,360</b>	<b>\$0</b>	<b>\$935,000</b>
<b>Program Total:</b>	<b>\$1,386,360</b>		<b>\$935,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$935,000
Beginning Working Capital	\$0	\$1,386,360	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,386,360</b>	<b>\$0</b>	<b>\$935,000</b>

Explanation of Revenues

Cash Transfer In for FY 2021 represents the estimated carryover of unspent Fund 2504 project fund balance, after projected FY 2020 expenditures.

Significant Program Changes

**Last Year this program was:** FY 2020: 72035-20 DART Assessment & Taxation System Upgrade

The project has moved from Program Offer 72035, Fund 2504 to Program Offer 78326, Fund 3503 in FY21.

**Program #78400 - Fleet Services** 7/24/2020

**Department:** County Assets **Program Contact:** Garret Vanderzanden  
**Program Offer Type:** Internal Service **Program Offer Stage:** As Adopted  
**Related Programs:** 78401  
**Program Characteristics:**

**Executive Summary**

Fleet Services provides vehicle and equipment purchasing and maintenance services, including offering transportation and related support services that are responsive to the needs of all agencies throughout Multnomah County.

**Program Summary**

The County owns and operates over 800 units of vehicles, equipment, and other related rolling stock. Fleet 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 as well as various City of PDX Fleet sites.

Fleet's 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent of billable hours	69%	70%	68%	70%
Outcome	Percent of vehicles out of service less than 48 hrs	31%	50%	53%	50%
Quality	Percent of Customers Rating Service as Excellent	100%	95%	97%	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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,316,293	\$0	\$1,323,594
Contractual Services	\$0	\$402,000	\$0	\$25,000
Materials & Supplies	\$0	\$1,759,845	\$0	\$1,910,623
Internal Services	\$0	\$1,322,633	\$0	\$1,360,016
Capital Outlay	\$0	\$392,121	\$0	\$524,432
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$5,192,892</b>	<b>\$0</b>	<b>\$5,143,665</b>
<b>Program Total:</b>	<b>\$5,192,892</b>		<b>\$5,143,665</b>	
<b>Program FTE</b>	0.00	11.10	0.00	11.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,818,433	\$0	\$4,920,236
Interest	\$0	\$10,000	\$0	\$0
Beginning Working Capital	\$0	\$364,459	\$0	\$176,011
Service Charges	\$0	\$0	\$0	\$61,070
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,192,892</b>	<b>\$0</b>	<b>\$5,157,317</b>

## 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 2019 charged rates.

## Significant Program Changes

Last Year this program was: FY 2020: 78400-20 Fleet Services

**Department:** County Assets

**Program Contact:** Garret Vanderzanden

**Program Offer Type:** Internal Service

**Program Offer Stage:** As Adopted

**Related Programs:** 78400

**Program Characteristics:**
**Executive Summary**

Vehicle replacement planning is provided as an interdependent function. 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent of vehicles and equipment on delayed replacement	24%	15%	20%	15%
Outcome	Surplus gross vehicle and equipment sales revenue as % of purchase	16%	15%	15%	15%

**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 - Percent of revenue received upon disposal of Fleet capital assets.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$10,000	\$0	\$0
Internal Services	\$0	\$6,576	\$0	\$0
Capital Outlay	\$0	\$9,002,349	\$0	\$10,163,418
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$9,018,925</b>	<b>\$0</b>	<b>\$10,163,418</b>
<b>Program Total:</b>	<b>\$9,018,925</b>		<b>\$10,163,418</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,654,445	\$0	\$3,304,950
Interest	\$0	\$85,000	\$0	\$0
Beginning Working Capital	\$0	\$6,279,480	\$0	\$7,358,468
<b>Total Revenue</b>	<b>\$0</b>	<b>\$9,018,925</b>	<b>\$0</b>	<b>\$10,663,418</b>

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 Asset Replacement fund to offset future replacement costs.

Significant Program Changes

Last Year this program was: FY 2020: 78401-20 Fleet Vehicle 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 two County owned Motor Pool sites located in 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Motor Pool hours used	70,424	76,000	76,000	74,424
Outcome	Vehicle availability	99%	99%	99%	99%

### Performance Measures Descriptions

PM #1 Output: An estimated number of Motor Pool hours used (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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$206,913	\$0	\$220,869
Contractual Services	\$0	\$400	\$0	\$891,246
Materials & Supplies	\$0	\$604,997	\$0	\$1,489
Internal Services	\$0	\$366,162	\$0	\$256,014
Capital Outlay	\$0	\$144,373	\$0	\$167,646
Unappropriated & Contingency	\$0	\$100,000	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,422,845</b>	<b>\$0</b>	<b>\$1,537,264</b>
<b>Program Total:</b>	<b>\$1,422,845</b>		<b>\$1,537,264</b>	
<b>Program FTE</b>	0.00	2.25	0.00	2.25

Program Revenues				
Other / Miscellaneous	\$0	\$974,511	\$0	\$1,374,375
Interest	\$0	\$6,000	\$0	\$0
Beginning Working Capital	\$0	\$442,334	\$0	\$102,891
Service Charges	\$0	\$0	\$0	\$61,070
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,422,845</b>	<b>\$0</b>	<b>\$1,538,336</b>

## 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 2020: 78402-20 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Money spent on postage for mailings.	\$620,000	\$646,000	\$636,000	\$635,000
Outcome	Miles driven per citizen complaint. The higher the number the better we did.	57,620	11,000	15,000	12,000
Input	Number of mail stops on dedicated routes.	159.56	158.38	159.56	158.38

**Performance Measures Descriptions**

- PM #1 Output - Customers' transaction-based business mailing needs.  
 PM #2 Outcome - Our goal is 5 citizen complaints or less per year, this captures how the employees are presenting themselves while driving a County vehicle out in the field. In FY19 we had zero complaints and drove 57,620 miles.  
 PM #3 Input - The number of mail stops on dedicated routes is a measure of the customer's requested ongoing distribution needs.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$652,866	\$0	\$645,841
Contractual Services	\$0	\$737,527	\$0	\$639,967
Materials & Supplies	\$0	\$9,522	\$0	\$40,686
Internal Services	\$0	\$451,523	\$0	\$451,074
Capital Outlay	\$0	\$434,608	\$0	\$338,336
Unappropriated & Contingency	\$0	\$53,207	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,339,253</b>	<b>\$0</b>	<b>\$2,115,904</b>
<b>Program Total:</b>	<b>\$2,339,253</b>		<b>\$2,115,904</b>	
<b>Program FTE</b>	0.00	6.60	0.00	6.50

Program Revenues				
Other / Miscellaneous	\$0	\$1,584,641	\$0	\$1,635,375
Interest	\$0	\$180	\$0	\$0
Beginning Working Capital	\$0	\$754,432	\$0	\$470,069
Service Charges	\$0	\$0	\$0	\$12,604
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,339,253</b>	<b>\$0</b>	<b>\$2,118,048</b>

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 2020: 78403-20 Distribution Services

**Department:** County Assets **Program Contact:** Lisa Whedon  
**Program Offer Type:** Internal Service **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

The Records Management program provides services, tools, training, and professional consultation to County agencies to support the compliant creation, management, storage, retrieval, accessibility, protection, preservation, and secure destruction of public records. The program also leads and supports countywide strategic initiatives to maximize information's value in decision-making, minimize risk, protect rights, and ensure policies and procedures meet legal and regulatory requirements, and provides research access to historic records dating back to 1855.

### Program Summary

Public records document the County's policies, decisions, functions, and efforts to fulfill its mission. Agencies create, receive, manage, use, and destroy public records in their daily work as they provide essential services. The Records Management program directly supports agencies in their work by providing services, tools, training, and consultation to ensure that these records are classified, stored, retrieved, protected, preserved, and archived or destroyed in accordance with all applicable State, Federal, and regulatory retention, privacy, and public records laws and industry best practices.

Primary program functions include, but are not limited to:

- Records Center services including storage, protection, and retrieval of inactive records and secure destruction of physical records and media;
- Administration of Content Manager, a countywide system for appropriate and compliant management of active and inactive electronic records, and Preservica, a long-term digital preservation system that preserves and makes available electronic records of enduring value;
- General electronic records management services including file classification and guidance in managing records and information across multiple locations such as shared drives, third-party applications, G Suite, and mobile devices;
- Retention schedule management to ensure users meet all legal and regulatory requirements for retaining public records;
- Continuity of Operations and Disaster Recovery support through the identification and management of essential records;
- Archival reference and research services, public outreach, and the promotion of the significance of public records in equity and inclusion;
- Locating Records services to assist the community in obtaining public records held by non-county agencies;
- Facilitation of scanning and shredding services through the management of the County's Digitization, Microfilm, and Secure Destruction contracts;
- Implementation and management of countywide Information Governance initiatives.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Records Retrievals and Interfiles (Record Actions) Performed on Behalf of Customers	3,039	4,300	3,900	4,000
Outcome	Percentage Increase of Reference Requests Compared to Previous Fiscal Year	48.00%	10.00%	-8.00%	5.00%

### Performance Measures Descriptions

- PM #1: Record actions remain relatively stable.  
 PM #2: Based on number of discrete requests.

## Legal / Contractual Obligation

Oregon Revised Statute 192 and Oregon Administrative Rule Chapter 166 define public records law and policy, Records Officer mandates, and standards and obligations for records creation, access, storage, protection, retention, and disposition. Multnomah County Executive Rule 301 assigns the retention schedule function to the Records Management program, and Multnomah County Code Chapter 8.500 defines additional archival records responsibilities and obligations.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$700,186	\$0	\$737,577
Contractual Services	\$0	\$300,411	\$0	\$318,184
Materials & Supplies	\$0	\$124,998	\$0	\$196,809
Internal Services	\$0	\$841,067	\$0	\$769,036
Capital Outlay	\$0	\$27,370	\$0	\$242,357
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,994,032</b>	<b>\$0</b>	<b>\$2,263,963</b>
<b>Program Total:</b>	<b>\$1,994,032</b>		<b>\$2,263,963</b>	
<b>Program FTE</b>	0.00	5.00	0.00	5.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,783,615	\$0	\$2,067,764
Beginning Working Capital	\$0	\$210,417	\$0	\$199,780
Service Charges	\$0	\$0	\$0	\$18
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,994,032</b>	<b>\$0</b>	<b>\$2,267,562</b>

## Explanation of Revenues

Records Management is funded by an allocation system through the Distribution Fund. Total program costs are allocated based on each Department's share of the number of boxes stored, boxes brought into the Records Center (accessioned), and record actions performed in FY2019.

## Significant Program Changes

Last Year this program was: FY 2020: 78404-20 Records Management

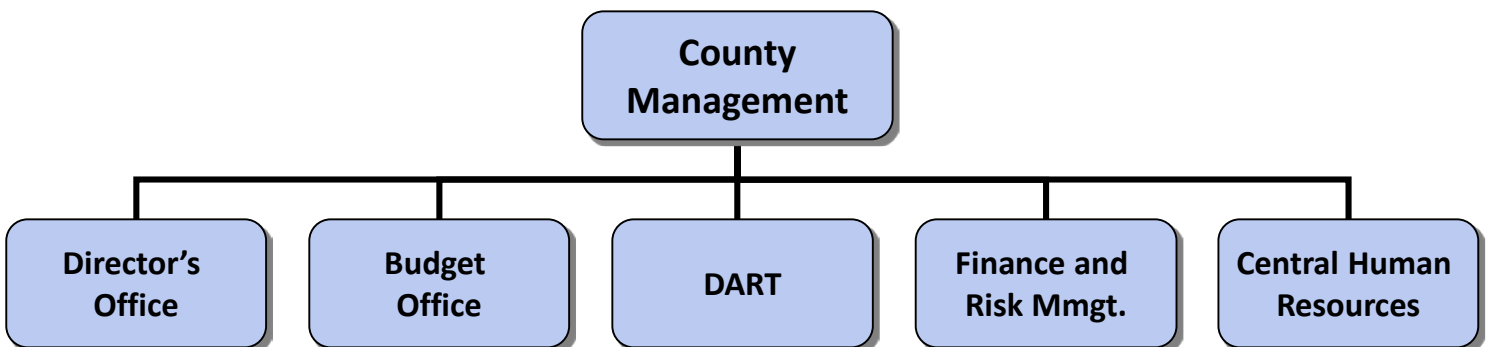
### Department Overview

The Department of County Management (DCM) is responsible for collecting, protecting, and investing Multnomah County’s human and financial capital. DCM hires and trains the County’s workforce, pays the County’s bills and safeguards its funds. Finance and Risk Management, Central Human Resources, and the Central Budget Office work with the Chair, Chief Operating Officer (COO), and departments to set countywide corporate policies that protect County assets, reduce financial risk, and ensure the County’s ability 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.

The COO position within the DCM Director’s Office provides corporate oversight through the supervision of the appointed department directors across the county. The DCM Director provides oversight of the Department of County Management. The department provides administrative services and guidance to all County departments. DCM also supports the Chair, Commissioners and other elected officials with high-level forecasts and policy analysis.

One year after the implementation of Workday and the passage of the Workforce Equity Strategic Plan, DCM teams continue to refine and sustain the “new normal.” This new normal has challenged us to cultivate a learning culture and brought new focus to serving our internal and external customers with excellence.

Creating a workplace that is technologically and culturally modern and provides a sense of safety, trust and belonging for every employee takes both structural and cultural change. In FY 2021, DCM reorganized the County’s talent development team, forming the new Organizational Learning group, to align with the WESP recommendations. In FY 2021, DCM will continue to focus on sustaining and supporting DCM and countywide WESP work and supporting department Workday and Marketplace users with training and system improvements.



### Budget Overview

The Department of County Management’s (DCM) budget is \$173.6 million and has 271.75 FTE in all funds. This is a decrease of \$0.5 million or 0.3% over the FY 2020 Adopted Budget. Budgeted positions have increased by 4.20 FTE. The FY 2021 budget is comprised of 26% General Fund and 74% other funds.

The General Fund budget has decreased by \$0.8 million (1.8%) to \$45.0 million. Other Funds have increased by \$0.3 million. The Financed Projects Fund decreases by \$1.4 million, where the Assessment and Taxation ORION project is now budgeted in the Department of County Assets program 78326. This decrease is offset by an increase of \$1.7 million in the Risk Management Fund.

Personnel Services have increased by \$1.3 million (3.3%) due to the addition of 4.20 FTE, COLA and step adjustments. The largest category of expenditures in all funds is in materials and supplies at \$122.7 million. This is mostly budgeted in the Risk Fund for medical and dental insurance costs. Risk Fund expenditures in this category have increased by \$1.5 million.

The following programs are new:

- FRM Labor Compliance (72005C) \$163,779
- FRM Clean Air Construction Standards (72005D) \$53,000
- FRM OSHA Reporting (72009B) \$164,958
- Leadership Development and Accountability (72017B) \$182,310
- WESP - Conflict Mediation & Resolution (72017C) \$167,163

Budget Trends	FY 2019	FY 2020	FY 2020	FY 2021	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
Staffing FTE	256.35	267.55	267.55	271.75	4.20
Personnel Services	\$31,959,797	\$37,829,177	\$38,488,763	\$39,760,114	\$1,271,351
Contractual Services	7,116,190	5,021,553	7,632,255	5,289,019	(2,343,236)
Materials & Supplies	105,571,815	119,184,089	121,368,329	122,655,136	1,286,807
Internal Services	6,306,643	6,709,360	6,655,526	5,901,498	(754,028)
Capital Outlay	<u>29,889</u>	<u>6,262</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Costs</b>	<b>\$150,984,334</b>	<b>\$168,750,441</b>	<b>\$174,144,873</b>	<b>\$173,605,767</b>	<b>(\$539,106)</b>

Due to the transition to a new ERP system, some services are now budgeted in different ledger categories.

## Successes and Challenges

### Budget Office

- Successfully upgraded the County's Questica budget software.
- Received the GFOA's Distinguished Budget Presentation Award for the FY 2020 budget.
- Completed and implemented a Countywide analysis of pay equity.
- Challenges include increasing demands for analysis and support for new laws and initiatives.

### Central Human Resources

- Organized, designed, hosted and facilitated first-ever All Manager Conference.
- Developed a centralized WESP project implementation plan, supporting elements of 82% of the WESP minimum standards.
- Benefits worked with vendors to improve access to diverse health care providers.
- Successfully bargained the first contract with AFSCME Dentists and completed biennial market adjustment bargaining with AFSCME Local 88.
- Challenges include meeting the demands for training and change management support needed for Workday and implementing new and complex workplace initiatives.

### Director's Office

- Established an inclusive DCM Equity Committee.
- Re-started organizational development learning event series for DCM managers.

### The Division of Assessment, Recording & Taxation (DART)

- Levied a historic high \$1.95 billion dollars in the new Orion A&T system.
- Opened three new tax payment drop sites to better serve the community.
- Challenges include improving the customer service model for passport applications, marriage licenses, tax payments and recordings and implementing new electronic payment technology.

### Finance and Risk Management (FRM)

- Received the GFOA Award for Distinguished Financial Reporting for the CAFR.
- Successful year-end close in a new financial system (Workday) of record.
- Fully implemented the Labor Compliance Program and Construction Diversity and Equity Fund (CDEF).
- Established a fourth PERS side account and successfully participated in the State's PERS employer incentive fund match program.
- Challenges include supporting Workday finance users and implementing new governmental accounting standards.

### Diversity, Equity, and Inclusion

DCM successfully established an inclusive, open department Equity Team and new employee orientation program and is on track to meet all WESP goals for this year. The complexity of this work is challenging our department to try new approaches and balance the need for progress with the time it takes to create meaningful opportunities and conditions for cultural change.

Challenges include changing organizational culture with no standard to guide the work, developing communication plans with balanced, transparent information while mitigating fears and increasing certainty and creating reasonable timelines that keep us moving steadily forward together without over-promising. Opportunities include connecting and aligning resources with Organizational Learning, Equity Managers and The Office of Diversity and Equity. And, taking the time to evaluate what we have learned along the journey to creating safety, trust and belonging, for our workforce.

### Budget by Division

Division Name	FY 2021 General Fund	Other Funds	Total Division Cost	Total FTE
DCM Director's Office	\$2,543,224	\$0	\$2,543,224	12.50
Budget Office	2,644,883	0	2,644,883	13.00
Finance and Risk Management	11,223,734	8,946,879	20,170,613	64.00
Central Human Resources	6,781,322	119,660,240	126,441,562	44.75
Division of Assessment, Recording & Taxation (DART)	<u>21,805,485</u>	<u>0</u>	<u>21,805,485</u>	<u>137.50</u>
<b>Total County Management</b>	<b>\$44,998,648</b>	<b>\$128,607,119</b>	<b>\$173,605,767</b>	<b>271.75</b>



### DCM Director's Office

The Division is home to the County's Chief Operating Officer (COO), the DCM Department Director, and the Business Services program.

The COO is responsible for the administrative infrastructure and financial health of the County. The COO provides strategic direction for countywide projects and ensures that complex decisions are informed by a countywide perspective. The DCM Director and COO work with DCM divisions, County departments, and elected officials to establish operational priorities and policy objectives. The COO supervises the directors of the Department of County Human Services, Health Department, Department of County Assets, Department of Community Services, Department of Community Justice, providing a crucial link between corporate policy setting and department implementation.

The Business Services program provides business and financial services for the department including: budget development, accounts receivable, accounts payable, procurement and contracting as well as administrative and general accounting support.

### Significant Changes

Last year's scaled program offer 72000C, Strategic Project Capacity, provided for a one-year transition of the Strategic Capital Planning program to ongoing maintenance. The capital planning work is transitioning to a collaborative process coordinated between the departments of County Management, Community Services and County Assets.

In FY 2020, Program Offer 72000 DCM Director's Office included one position that served as both the Chief Operating Officer (COO) and Department Director. The FY 2021 Budget includes two distinct positions: the DCM Director and the Chief Operating Officer.

### 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 and Evaluation & Research 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 county-wide task forces related to budget, finance and other policy and fiscal matters; identify and resolve financial problems; and support county labor relations in collective bargaining and cost analysis.

### Significant Changes

There are no significant changes to the Budget Office Division other than the expiration of one-time-only General Fund funding for the Mental Health System Analysis Follow-Up (FY 2020 program 72042) that is anticipated to be completed in FY 2020.

## 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, and establishes policies and procedures that guide how those transactions are made by County departments.

The various units within the division pay the county's bills, maintain and record accounting transactions, manage an investment portfolio that averages nearly \$649 million per day, and issue payroll checks. The division is responsible for managing the County's debt obligations, ensuring that vendors who receive federal funding are in compliance with applicable rules, and provides oversight, and sets policy, for the County's 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. ERP Support provides strategic and operational leadership and maintains, troubleshoots, and enhances Workday and Jagger enterprise system functionality.

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 Association (GFOA) award for distinguished reporting every year for the past 35 years. Staff members in the division serve in leadership positions on statewide professional organizations and advisory boards. This serves as recognition by our peers of the ways Finance and Risk Management programs strive for innovative solutions.

## Significant Changes

Program Offer 72005C Labor Compliance - 0.50 FTE was added . This 0.50 FTE was funded by Downtown Courthouse Replacement Project in the prior year but has moved to Central Purchasing.

Program Offer 72005D Clean Air Construction Standards – provides funding to support clean air construction standards through workforce development that aim to reduce emissions within Multnomah County. This is a partnership between City of Portland, Metro, Tri-Met, and Multnomah County.

Program Offer 72009B FRM OSHA Reporting - Provides for Limited Duration Project Manager position to support a coordinated response to OSHA inspections and address impacts across County departments.

Program Offer 72046B Workday Support Finance – in FY 2020 the program was funded as one-time-only. This is being converted to ongoing funding. Program Offers 72046A and 72046B reflect the required service level for Workday support services.

### Central Human Resources

The Central Human Resources Division (CHR) is driven by its strategic plan mission: "Supporting the people who serve our community."

CHR provides strategic leadership, recommends policy, and partners with the department HR units to guide consistent, efficient and solutions-oriented HR processes and practices necessary to achieve results across the organization. CHR serves as an integral support of the Workforce Equity Strategic Plan (WESP) with a majority of the minimum standards requiring implementation capacity from CHR.

CHR manages the following services and systems:

- Collective bargaining and labor contract interpretation;
- Personnel rule and County HR policy development and interpretation;
- Job profile & compensation plans;
- Countywide training and organizational development;
- Recruitment and retention systems and processes;
- Employee Benefits and Wellness programs;
- Oversight of HR systems and workforce data and management of the human capital management and payroll modules in Workday.

CHR prioritizes the processes and structures needed to strengthen the impact of HR within the organization. Overarching areas of priority include focusing on technology and business processes, equitable and inclusive practices, and diversity-focused recruitment and workforce development.

### Significant Changes

Talent Development has changed it's name to Organizational Learning and program offers have been updated to reflect that.

Program Offers 72017B - Leadership Development and Accountability and 72017C - WESP Conflict Medication and Resolution provide Organizational Learning with ongoing resources to accommodate continued Countywide work related to WESP deliverables.

Workday Support - Central Human Resources Program Offer requests ongoing funding for current level staffing (72022B).

### Division of Assessment, Recording and Taxation (DART)

The Division of Assessment, Recording and Taxation (DART) consists of approximately 150.00 FTE in the following primary work areas: assessment, tax collection, customer service and certain county clerk functions.

- Assessment maintains over 310,000 property tax accounts, ensuring accurate property identification, valuation and tax levy. For FY 2020, DART Assessment levied over \$1.95 billion on behalf of 69 taxing districts throughout our community.
- Tax collections processes over 400,000 transactions annually, and ensure that collections of property tax is conducted according to law and enable distribution of funds to taxing districts in a timely manner.
- County Clerk functions include Recording, Marriage Licenses, Domestic Partnership Registrations, Passports and the Board of Property Tax Appeals.
- DART also provides 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

Program Offer 72023 (DART Administration) is adding 1.00 FTE by reclassing and reassigning an Assessment and Taxation Tech 2 to a Human Resource Analyst position. This position is currently an LDA assigned to support DART's ongoing process improvements efforts that include implementation of the county's WESP initiative. Creating a permanent position will allow the focus to be on the process and goals of this effort.

Program Offer 72024 (DART Customer Service) and Program Offer 72025A (DART County Clerk) are adding 0.50 FTE each, or 1.00 FTE in total. This position is a reclassification and reassignment of the former Chief Appraiser position in the Residential Program Offer (72034). The newly created and hired Manager 1 will be responsible for overseeing the respective programs and necessary changes and improvements to better align with business needs.

### 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 2021 General Fund	Other Funds	Total Cost	FTE
<b>DCM Director's Office</b>					
72000	DCM Director's Office	\$1,223,368	\$0	\$1,223,368	4.00
72015	DCM Business Services	1,319,856	0	1,319,856	8.50
<b>Budget Office</b>					
72001	Budget Office	2,130,870	0	2,130,870	10.00
72014	Evaluation and Research Unit	514,013	0	514,013	3.00
<b>Finance and Risk Management</b>					
72002	FRM Accounts Payable	1,019,022	0	1,019,022	7.60
72003	FRM Chief Financial Officer	1,253,252	271,299	1,524,551	2.00
72004	FRM General Ledger	1,060,898	0	1,060,898	7.00
72005A	FRM Purchasing	2,741,097	0	2,741,097	18.50
72005C	FRM Labor Compliance	163,779	0	163,779	1.00
72005D	FRM Clean Air Construction Standards	53,000	0	53,000	0.00
72006	FRM Property & Liability Risk Management	0	4,640,917	4,640,917	2.50
72007	FRM Payroll/Retirement Services	1,217,271	0	1,217,271	8.40
72008A	FRM Treasury and Tax Administration	2,246,488	0	2,246,488	4.00
72009	FRM Worker's Compensation/Safety & Health	0	3,818,440	3,818,440	6.00
72009B	FRM OSHA Reporting	0	164,958	164,958	0.00
72010	FRM Recreation Fund Payment to Metro	0	51,265	51,265	0.00
72012	FRM Fiscal Compliance	417,781	0	417,781	3.00
72044	FRM Construction Diversity and Equity	110,000	0	110,000	0.00
72046A	FRM Workday Support - Finance	668,349	0	668,349	3.00
72046B	FRM Workday Support - Finance - Convert to Ongoing	272,797	0	272,797	1.00

# County Management

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Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
<b>Central Human Resources</b>					
72016	Central HR Administration	1,085,631	0	1,085,631	2.63
72017A	Central HR Services	2,723,842	0	2,723,842	14.00
72017B	Leadership Development and Accountability	182,310	0	182,310	1.00
72017C	WESP - Conflict Mediation & Resolution	167,163	0	167,163	1.00
72018	Central HR Labor Relations	970,046	56,319	1,026,365	4.85
72019	Central HR Unemployment	0	1,010,100	1,010,100	0.15
72020	Central HR Employee Benefits & Wellness	0	118,593,821	118,593,821	13.12
72022A	Workday Support - Central Human Resources	625,867	0	625,867	3.00
72022B	Workday Support - Central Human Resources -Convert to Ongoing	1,026,463	0	1,026,463	5.00
<b>Division of Assessment, Recording and Taxation (DART)</b>					
72023	Div of Assessment, Recording & Taxation Administration	839,573	0	839,573	3.40
72024	DART Customer Service	1,407,329	0	1,407,329	10.00
72025A	DART County Clerk Functions	1,719,334	0	1,719,334	12.90
72025B	DART County Clerk Carryover	48,410	0	48,410	0.00
72026	DART Ownership & Parcel Management	850,198	0	850,198	7.20
72027	DART Tax Revenue Management	2,204,597	0	2,204,597	13.40
72028	DART GIS/Cartography	771,572	0	771,572	5.25
72029	DART Assessment Performance Analysis	549,694	0	549,694	3.25
72030	DART Property Assessment Special Programs	1,018,796	0	1,018,796	7.25
72031	DART Personal Property Assessment	1,159,479	0	1,159,479	7.00
72033	DART Commercial & Industrial Property Appraisal	3,531,444	0	3,531,444	22.50
72034	DART Residential Property Appraisal	5,460,914	0	5,460,914	37.50
72037	DART Applications Support	1,636,201	0	1,636,201	6.25
72038	DART Tax Title	<u>607,944</u>	<u>0</u>	<u>607,944</u>	<u>1.60</u>
	<b>Total County Management</b>	<b>\$44,998,648</b>	<b>\$128,607,119</b>	<b>\$173,605,767</b>	<b>271.75</b>

\*The above amounts include the non-represented wage freeze, which is a freeze on the Cost of Living Adjustment for all non-represented positions and a freeze on merit increases for non-represented positions earning over \$100,000. The wage freeze resulted in \$529,419 of General Fund savings and \$93,928 Other Funds savings. For most Other Funds, the reduction was offset by an increase in other personnel expenditures so that the total appropriations remained unchanged. However, for the Internal Service Funds, the savings was moved to contingency.

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**Department:** County Management

**Program Contact:** Travis Graves

**Program Offer Type:** Administration

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The Director's Office includes the DCM Department Director and the Chief Operating Officer positions. The Director's Office manages the organizational health of Multnomah County and sets administrative policy. Areas of countywide responsibility include Budget, Finance, Human Resources, Property Assessments & Recording, Tax Collections and protected class complaints. The County's Chief Operating Officer provides corporate oversight through the supervision of the appointed department directors.

### Program Summary

The Director's Office works with the County Chair, Board of County Commissioners, department directors and DCM division directors to set priorities and ensure that County policies uphold them. The Director's Office works with the Chief Financial Officer, Budget Director, and Chief Human Resources Officer to develop and present administrative, financial, human resource and infrastructure guidelines and policies to the County Chair, the Board of County Commissioners (Board), and department directors.

The Director's Office works with departments and human resource personnel to recruit, train and retain a diverse workforce; provides management for county-wide projects and initiatives; and works with the Board, the Department of County Assets (DCA,) and other departments on the funding policies for the County's physical infrastructure.

In FY 21, the Director's Office will focus on sustaining and continuing to implement the department's Workforce Equity Strategic Plan (WESP), leadership development for DCM managers and supervisors, and internal communication.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	DCM all manager and supervisor professional development events held.	N/A	N/A	2	4
Outcome	Percent of DCM WESP initiatives implemented and sustained.	N/A	85%	100%	90%
Output	Number of DCM specific new employee orientation events held.	N/A	N/A	4	4
Output	Number of countywide monthly newsletters published for managers and supervisors.	12	N/A	12	12

### Performance Measures Descriptions

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$611,197	\$0	\$1,053,552	\$0
Contractual Services	\$101,754	\$0	\$108,633	\$0
Materials & Supplies	\$18,810	\$0	\$18,810	\$0
Internal Services	\$48,975	\$0	\$42,373	\$0
<b>Total GF/non-GF</b>	<b>\$780,736</b>	<b>\$0</b>	<b>\$1,223,368</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$780,736</b>		<b>\$1,223,368</b>	
<b>Program FTE</b>	3.00	0.00	4.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2020: 72000A-20 DCM Director's Office

The Equity Manager was reclassified to a Human Resources Manager 1 from an HR Analyst Senior in to meet the new standard for this position across departments.

DCM has historically housed one position in the Directors Office that serves as both the Chief Operating Officer (COO) and Department Director. For FY21 the program includes two distinct positions: the DCM Director and Chief Operating Officer.

**Department:** County Management      **Program Contact:** Christian Elkin  
**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 17 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of budget modifications processed (includes internal)	206	220	165	200
Outcome	% of budget modifications entered into SAP/Workday within 4 weeks of Board approval	96%	98%	95%	98%
Quality	Percent error in General Fund Revenue Forecast	2.87%	2.0%	0.75%	2.0%
Quality	% of customers rating Budget Office efforts as either "good" or "excellent" *	92%	92%	88%	90%

### Performance Measures Descriptions

\*Because the budget process ends prior to the beginning of the fiscal year, the FY 2020 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,691,407	\$0	\$1,722,568	\$0
Contractual Services	\$53,500	\$0	\$55,159	\$0
Materials & Supplies	\$96,266	\$0	\$99,251	\$0
Internal Services	\$263,682	\$0	\$253,892	\$0
<b>Total GF/non-GF</b>	<b>\$2,104,855</b>	<b>\$0</b>	<b>\$2,130,870</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,104,855</b>		<b>\$2,130,870</b>	
<b>Program FTE</b>	10.00	0.00	10.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

## Significant Program Changes

Last Year this program was: FY 2020: 72001-20 Budget Office

**Department:** County Management

**Program Contact:** Robert Stoll

**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 125,000 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Payments Processed	118,978	128,000	132,736	125,000
Outcome	Percent of Invoices Paid On Time within std NET 30	90.0%	87.0%	92.0%	92.0%
Outcome	Percent of Total Payments that are Electronic	72.0%	73.0%	75.0%	75.0%
Outcome	Procurement Card Rebates	\$286,000	\$290,000	\$293,000	\$293,000

### 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, Pcards and Multco Marketplace (MMPcards). Procurement Card Rebates are directly associated with the total amount spent in the P-Card system.

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$990,628	\$0	\$1,008,648	\$0
Contractual Services	\$1,950	\$0	\$1,950	\$0
Materials & Supplies	\$8,424	\$0	\$8,424	\$0
<b>Total GF/non-GF</b>	<b>\$1,001,002</b>	<b>\$0</b>	<b>\$1,019,022</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,001,002</b>		<b>\$1,019,022</b>	
<b>Program FTE</b>	7.60	0.00	7.60	0.00

Program Revenues				
Other / Miscellaneous	\$290,180	\$0	\$293,180	\$0
<b>Total Revenue</b>	<b>\$290,180</b>	<b>\$0</b>	<b>\$293,180</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

Rebates are the only Central Accounts Payable revenue. Rebates, received from U.S. Bank and Bank of America, are based on the level of annual spending in each of the 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 2020: 72002-20 FRM Accounts Payable

**Department:** County Management

**Program Contact:** Eric Arellano

**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, ERP Finance Support, 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 ensures 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$547,023	\$108,182	\$358,894	\$78,044
Contractual Services	\$19,500	\$0	\$23,461	\$0
Materials & Supplies	\$15,500	\$0	\$39,384	\$0
Internal Services	\$1,007,905	\$209,742	\$831,513	\$193,255
<b>Total GF/non-GF</b>	<b>\$1,589,928</b>	<b>\$317,924</b>	<b>\$1,253,252</b>	<b>\$271,299</b>
<b>Program Total:</b>	<b>\$1,907,852</b>		<b>\$1,524,551</b>	
<b>Program FTE</b>	2.55	0.45	1.65	0.35

Program Revenues				
Other / Miscellaneous	\$0	\$317,924	\$0	\$275,804
<b>Total Revenue</b>	<b>\$0</b>	<b>\$317,924</b>	<b>\$0</b>	<b>\$275,804</b>

## Explanation of Revenues

This program is supported by General Fund and Risk Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2020: 72003-20 FRM Chief Financial Officer

A 1.0 FTE Administrative Analyst is being cut in FY 21



**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 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 financial reports for three component units of the County: Mid County Service District No. 14, Dunthorpe-Riverdale Service District No. 1 and the Multnomah County Library District. GL also maintains internal controls and the chart of accounts.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 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	1	0	0	0
Quality	Number of days Comprehensive Annual Financial Report is completed after fiscal year end	180	173	200	180

**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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$991,517	\$0	\$1,046,998	\$0
Contractual Services	\$2,000	\$0	\$2,000	\$0
Materials & Supplies	\$11,900	\$0	\$11,900	\$0
<b>Total GF/non-GF</b>	<b>\$1,005,417</b>	<b>\$0</b>	<b>\$1,060,898</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,005,417</b>		<b>\$1,060,898</b>	
<b>Program FTE</b>	7.00	0.00	7.00	0.00

Program Revenues				
Service Charges	\$20,000	\$0	\$20,000	\$0
<b>Total Revenue</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$0</b>

## 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 2020: 72004-20 FRM General Ledger

**Department:** County Management

**Program Contact:** Brian Smith

**Program Offer Type:** Existing Operating Program

**Program Offer Stage:** As Adopted

**Related Programs:** 72005B, 72005C, 72044

**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) functional administration of the County's procurement and contracting software; (3) 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); (4) review and approve contract documents, review and approve contract changes and/or amendments and maintain official contract records; (5) research, analyze, recommend, and implement best business practices; (6) provide ongoing guidance, support, training, and consultation to departments and employees; (7) track, monitor, analyze and annually report on contract data and performance measures; (8) maximize efforts to include and ensure participation of COBID Certified suppliers (Disadvantaged Business Enterprises, Minority-owned, Women-owned, Service Disabled-owned and Emerging Small Businesses) and Qualified Rehabilitation Facilities (QRF); (9) participate in community events, meetings and conduct outreach to the COBID Certified supplier community and; (10) develop and implement sustainable purchasing policies, procedures and training.

Purchasing supports the County's sustainability goals by ensuring sustainable practices of prospective suppliers, 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent of contracts awarded to COBID Certified and QRF businesses	5%	7%	6%	7%
Outcome	Number of sustained protests on formal procurements	0	0	0	0
Output	Number of formal RFP and Bid solicitations issued	50	50	75	50
Output	Number of contracts and amendments processed	1166	1000	1284	1000

**Performance Measures Descriptions**

Purchasing manages formal Request For Proposal (RFP) and bid solicitations (>\$150,000) for the County because they represent the greatest risk in the County's purchasing activity. Minimizing the number of sustained protests is an indicator of how well Purchasing is managing the risks associated with formal procurement processes. The output measures listed are good indicators of the volume of formal procurements we conduct and the contract processing activity across all County departments.

## Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. The County establishes and implements Public Contract Review Board (PCRB) Rules and Administrative Procedures CON-1 and PUR-1 to define its procurement and contracting processes within the constraints of ORS requirements.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,446,450	\$55,441	\$2,592,938	\$0
Contractual Services	\$17,646	\$0	\$11,146	\$0
Materials & Supplies	\$127,213	\$3,800	\$137,013	\$0
<b>Total GF/non-GF</b>	<b>\$2,591,309</b>	<b>\$59,241</b>	<b>\$2,741,097</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,650,550</b>		<b>\$2,741,097</b>	
<b>Program FTE</b>	18.50	0.50	18.50	0.00

Program Revenues				
Other / Miscellaneous	\$2,000	\$0	\$2,000	\$0
<b>Total Revenue</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$0</b>

## Explanation of Revenues

This program is primarily 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 is \$2,000.

## Significant Program Changes

**Last Year this program was:** FY 2020: 72005A-20 FRM Purchasing

The 0.50 FTE reduction in staff from FY20 reflects moving a staff position dedicated to operation of the Labor Compliance Program fully into program offer #72005B for FY21.

**Department:** County Management  
**Program Offer Type:** Innovative/New Program  
**Related Programs:** 72005-21 FRM Purchasing

**Program Contact:** Brian Smith  
**Program Offer Stage:** As Adopted

**Program Characteristics:**

**Executive Summary**

This program offer will fund a Labor Compliance Program to provide education and support for workers and construction contractors on wage theft prevention and will support a volunteer program to interview workers on the jobsite to help ensure they are paid a fair wage. The program offer will also purchase data infrastructure to help the County with compliance monitoring.

**Program Summary**

Wage theft exists when a worker is not paid or is underpaid for their work. Wage theft harms workers by driving down wages and harms honest contractors by making them less competitive. Wage theft is particularly prevalent in the construction industry. According to the Oregon Center for Public Policy, "Between 2015 and 2016, the most recent period of data we analyzed, the construction industry had the second highest number of wage claims as a share of its workforce." Some wage theft is unintentional (for example, a calculation error) and easily correctable when identified. Other wage theft is intentional and often harms workers who may not report it for fear of losing their jobs. A County Labor Compliance Program can support workers and contractors to ensure workers are getting paid correctly. In addition, the staff position in this offer allows the County to assemble and analyze data on our construction projects to ensure contractors are delivering on the workforce equity objectives for the County's capital projects.

This Labor Compliance Program will: 1) provide technical assistance and support to ensure that contractors and subcontractors properly classify workers and are in compliance with BOLI labor laws which include Apprenticeship rules and Prevailing Wage laws; 2) ensure that workers on County projects understand their rights related to wage laws, 3) train and oversee authorized community volunteers to support the County's verification of certified payroll by interviewing workers at worksites regarding wages, benefits, and hours, and 4) purchase software to enable robust monitoring and reporting on wages and benefits paid on County construction projects.

**Performance Measures**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY19 Actual</b>	<b>FY20 Budgeted</b>	<b>FY20 Estimate</b>	<b>FY21 Offer</b>
Output	Number of volunteers certified by County	NA	10	20	20
Outcome	Percent of County construction projects visited by certified volunteers	NA	75%	50%	90%

**Performance Measures Descriptions**

Program implementation last year included training a group of volunteers to conduct construction site visits. Implementation was slower than expected in FY20 but the program continues to maintain at least 20 site visit volunteers. In this second year of the program, we are confident we can make site visits to all County construction projects as we continue to improve the efficiency of program operations.

## Legal / Contractual Obligation

ORS 279C.800 to 279C.870 list the requirements for payment of prevailing wages paid on public works projects.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$55,441	\$0	\$118,056	\$0
Materials & Supplies	\$144,436	\$0	\$45,723	\$0
<b>Total GF/non-GF</b>	<b>\$199,877</b>	<b>\$0</b>	<b>\$163,779</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$199,877</b>		<b>\$163,779</b>	
<b>Program FTE</b>	0.50	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program would be funded through General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2020: 72005B-20 Labor Compliance

0.50 FTE of the 1.0 FTE Program Specialist in this offer was assigned in FY20 to the Downtown Courthouse Replacement Project and included in Program #72005A (FRM Purchasing). It has been moved to this program offer for greater transparency and represents no net increase of FTE overall. Additionally, the large decrease in M&S represents is due to: one time software configuration costs in FY20, and reduced annual subscription costs in FY21 and future years attributable to our efficiencies in business process and software implementation.

**Department:** County Management      **Program Contact:** Brian Smith  
**Program Offer Type:** Innovative/New Program      **Program Offer Stage:** As Adopted  
**Related Programs:** Office of Sustainability  
**Program Characteristics:**

### Executive Summary

Clean Air Construction standards are a key strategy for reducing diesel emissions in Multnomah County. Thanks to Multnomah County's leadership the City of Portland, Port of Portland, Washington County, and Metro have all adopted the standard. The purpose of this effort is to use public purchasing to create a strong market signal for clean diesel engines and ultimately reduce MultCo resident's exposure to deadly Diesel PM pollution, the primary source of which is construction equipment.

### Program Summary

In September 2018 the Multnomah County Board of Commissioners committed to establishing a Clean Air Construction Procurement Standard. The City of Portland City Council took parallel action on the same day. The Standard requires equipment used on City and County construction projects to dramatically reduce emissions from older diesel engines. The primary pollutants of concern from diesel engines are diesel particulate matter and nitrous oxides.

The Chair approved final procurement policies in May 2019. The policy applies to non-road diesel equipment with equal to or greater than 25 horsepower, and on-road dump and cement trucks, on construction contracts valued at \$500,000 or more. It includes a phase-in period to allow contractors the time and flexibility to plan for the new standard. COBID firms are required to comply with the standards but have more flexibility. So far Washington County, Metro and the Port of Portland have followed the County's and City's lead and adopted these standards.

The program, to help accommodate contractors especially COBID contractors, has a relatively complex implementation timeline. The complex timeline and difficulty of identifying compliant equipment in the field necessitate a strong administrative architecture for the program. Fortunately, the partnership with other jurisdictions and the identical program elements make it possible to share administrative burdens and costs with participating governments. The City of Portland has taken the lead in establishing the administrative infrastructure and allocated over \$400,000 in FY 2020 for startup costs. The annual cost of the administrative program is budgeted at \$304,000 annually, and Multnomah County's share of the program would cost \$53,000 annually, or 17% of the total. The County's costs may decrease as other jurisdictions join the effort, including the Port of Portland and Trimet, and the fixed costs are spread across additional partners. Refer to Administrative Procedure PUR-10 for a complete description of program requirements.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Track the number of contractors with registered equipment.	0	0	0	20
Outcome	Reduction in PM from construction projects	0	0	0	10%
Output	Number of pieces of equipment registered	0	0	0	100

### Performance Measures Descriptions

## Legal / Contractual Obligation

With the approval of funding for this program offer, Multnomah County will enter into an Intergovernmental Agreement with the City of Portland. The City of Portland will administer the program on the County's behalf. Administrative functions will include technical assistance to contractors, an online platform for registering diesel-powered equipment covered by the standard, the issuance of equipment decals, and online administrative functions to allow County managers to ensure compliance with the standard on specific projects.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$53,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$53,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$53,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

General fund.

## Significant Program Changes

### Last Year this program was:

Multnomah County residents have the highest exposure to air toxics in the state and are well above national averages for cancer risk and respiratory hazards from air toxics. Soot from older diesel engines is among the most prevalent and harmful airborne toxins in the region. According to the Oregon Department of Environmental Quality (DEQ), the Portland Metro area registers diesel particulate matter (PM) levels above the ambient benchmark concentration set by the state. DEQ estimates the emissions lead to more than 400 premature deaths and \$3 billion in economic losses a year. More than 50 percent of diesel particulate matter in the region comes from construction equipment. People with lower incomes shoulder a disproportionate share of the pollution, as they are more likely to live in denser neighborhoods near congested roadways.



**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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of policies for insured risks and statutory bonds purchased/renewed*	17	17	18	19
Outcome	Total Cost of Risk**	0.46	0.59	0.67	0.59

**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 (value approaching zero is preferable, 1=average of public entities)

## 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.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$368,422	\$0	\$381,996
Contractual Services	\$0	\$273,761	\$0	\$264,436
Materials & Supplies	\$0	\$3,730,601	\$0	\$3,994,485
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$4,372,784</b>	<b>\$0</b>	<b>\$4,640,917</b>
<b>Program Total:</b>	<b>\$4,372,784</b>		<b>\$4,640,917</b>	
<b>Program FTE</b>	0.00	2.50	0.00	2.50

Program Revenues				
Other / Miscellaneous	\$0	\$4,372,784	\$0	\$4,655,461
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,372,784</b>	<b>\$0</b>	<b>\$4,655,461</b>

## 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 2020: 72006-20 FRM Property & Liability Risk Management

Human Resources Analyst 2 was reclassified to a Human Resources Analyst Senior

**Department:** County Management      **Program Contact:** Bethany Bilyeu  
**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 98% of employees participate in direct deposit, all employees receive notification of their payslip through Employee Self Service.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Average number of payments issued per period*	7,107	7,200	7,150	7,200
Outcome	Percent issued without error*	99%	99%	99%	99%
Output	Percent of employees participating in Deferred Comp**	67%	58%	69%	64%

### 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 system 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 45%.

## Legal / Contractual Obligation

Wage payments are mandated by Federal & State wage and hour laws, 12 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$971,921	\$0	\$1,087,238	\$0
Contractual Services	\$39,874	\$0	\$110,855	\$0
Materials & Supplies	\$18,468	\$0	\$19,178	\$0
<b>Total GF/non-GF</b>	<b>\$1,030,263</b>	<b>\$0</b>	<b>\$1,217,271</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,030,263</b>		<b>\$1,217,271</b>	
<b>Program FTE</b>	7.40	0.00	8.40	0.00

Program Revenues				
Other / Miscellaneous	\$162,030	\$0	\$179,312	\$0
Beginning Working Capital	\$19,116	\$0	\$35,774	\$0
<b>Total Revenue</b>	<b>\$181,146</b>	<b>\$0</b>	<b>\$215,086</b>	<b>\$0</b>

## 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 2021 is \$151,312 and is adjusted each following year by the CPI-W west coast A amount. In addition \$19,936 of BWC from FY 2019 and \$15,838 from FY 2020 is budgeted. The remaining \$17,000 is miscellaneous revenue.

## Significant Program Changes

**Last Year this program was:** FY 2020: 72007-20 FRM Payroll/Retirement Services

A 1.0 FTE represented position (Finance Specialist 2) was added to enhance support of payroll operational activities.

The County will be going out for RFP (Request For Procurement) for the Deferred Compensation program in FY 21.

**Department:** County Management      **Program Contact:** Eric Arellano  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Adopted  
**Related Programs:** 72008B  
**Program Characteristics:**

### Executive Summary

Treasury manages the County's cash assets, investment portfolio, debt, banking services and relationships and broker/dealer relationships. Treasury also manages the Excise Tax Administration program which includes management of revenue collections for Motor Vehicle Rental Tax (MVRT), Transient Lodging Tax (TLT) and Business Income Tax (BIT) in accordance with Multnomah County Code, the County's fiduciary responsibilities and revenue & taxation policies and procedures.

### Program Summary

Treasury invests the County's financial assets to ensure that funds are available to meet anticipated cash flow needs. Investment earnings are measured against specific benchmarks outlined in the Investment Policy. Treasury complies with all applicable laws, policies and best practices in the management of County funds.

Treasury supports the Chief Financial Officer in the issuance of debt, including opportunities to refinance existing debt and maintains contact with rating agencies. It ensures timely and accurate debt service payments and generates arbitrage rebate calculations and reports. Treasury regularly analyzes cash flow. From time to time it is necessary to issue short term Tax and Revenue Anticipation Notes (TRANS) to provide liquidity prior to the collection of property taxes in November.

The County collects and administers three excise taxes. A Business Income Tax (BIT) is assessed against businesses with income generated within the County. It is set at a rate of 1.45% of net income. BIT is the second largest revenue source in the General Fund, generating approximately 17% of General Fund revenues. A Motor Vehicle Rental Tax (MVRT) is charged on the rental of cars and light trucks within the County. It is currently set at a rate of 17% of rental fees. A portion of the tax (2.5%) is passed through to the Visitors Development Fund to support tourist activities. A Transient Lodging Tax (TLT) is charged on the rental of hotel/motel rooms within the county. It is currently set at a rate of 11.5% of rental fees. Most of the revenue generated by the TLT is passed through to other entities. Cities retain 6%, another 3% is dedicated to operating the Oregon Convention Center, and 2.5% is passed through to the Visitors Development Fund.

Treasury provides countywide accounts receivable oversight and management including AR aging monitoring, cash management, and collection activities. 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Compliance with Investment Policy*	1	1	1	1
Outcome	Tax Returns Filed-Motor Vehicle and Transient Lodging**	778	854	2,270	2,300
Outcome	Ensure County's Cash Flow Needs are Met***	1	1	1	1
Output	Number of Active Business Accounts in County****	96,133	100,800	106,000	108,000

### 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 2020.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$584,739	\$0	\$566,412	\$0
Contractual Services	\$1,624,146	\$0	\$1,666,126	\$0
Materials & Supplies	\$13,450	\$0	\$13,950	\$0
<b>Total GF/non-GF</b>	<b>\$2,222,335</b>	<b>\$0</b>	<b>\$2,246,488</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,222,335</b>		<b>\$2,246,488</b>	
<b>Program FTE</b>	4.00	0.00	4.00	0.00

Program Revenues				
Interest	\$120,000	\$0	\$120,000	\$0
Service Charges	\$154,000	\$0	\$180,000	\$0
<b>Total Revenue</b>	<b>\$274,000</b>	<b>\$0</b>	<b>\$300,000</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

External revenue is received through an agreement between the County and the 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 2020: 72008A-20 FRM Treasury and Tax Administration

**Department:** County Management      **Program Contact:** Michelle Cross  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Workers' Compensation section of this program manages the work-related employee injury and illness process and assists employees in returning to their jobs post injury or illness. The Safety and Health section oversees the loss prevention efforts of the County by assisting each department in meeting loss prevention requirements of a workers' compensation self-insured employer and Oregon Occupational Safety and Health Division (OR-OSHA) compliance.

**Program Summary**

This program provides workers' compensation benefits in accordance with state law. Multnomah County has been self-insured for this mandatory program since 1978. Claims are administered through a contract with a third-party administrator (TPA) with oversight and coordination of return to work from Risk Management staff. Staff work with employees, supervisors, physicians, the TPA, attorneys, managed care organizations and other vendors to accurately and timely process claim benefits for the injured employee. Internal Workers' Compensation section employees focus on service, cost containment and compliance efficiency. The Workers' Compensation section is responsible for the County's return-to-work program and follows state requirements necessary to benefit from the Workers' Compensation Division (WCD) Employer-At-Injury reimbursement program.

The primary activity of the Safety and Health section is reducing employee on-the-job injuries and employer liability due to injuries to non-employees. Safety and Health staff consult with County departments to assist them in providing a safe environment for both employees and the public. It helps identify and abate deficiencies related to occupational safety and health regulations. All employer-based loss prevention activity needed to maintain the workers' compensation self-insured status is managed by the Safety and Health staff and communicated to internal partners for implementation and program success.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	*Number of site safety visits to meet loss prevention consultative needs and satisfy OR-OSHA requirements	20	24	15	24
Outcome	**Workers' Compensation Experience Rating Modifier (ERM) below industry average	0.87	0.7	0.57	0.66

**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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$913,910	\$0	\$937,211
Contractual Services	\$0	\$365,335	\$0	\$386,800
Materials & Supplies	\$0	\$2,202,573	\$0	\$2,494,429
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,481,818</b>	<b>\$0</b>	<b>\$3,818,440</b>
<b>Program Total:</b>	<b>\$3,481,818</b>		<b>\$3,818,440</b>	
<b>Program FTE</b>	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,481,818	\$0	\$3,840,756
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,481,818</b>	<b>\$0</b>	<b>\$3,840,756</b>

## 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.

## Significant Program Changes

**Last Year this program was:** FY 2020: 72009A-20 FRM Worker's Compensation/Safety & Health

Human Resources Analyst 2 was reclassified to a Human Resources Analyst Senior



**Department:** County Management      **Program Contact:** Eric Arellano  
**Program Offer Type:** Innovative/New Program      **Program Offer Stage:** As Adopted

**Related Programs:**

**Program Characteristics:**

### Executive Summary

This program provides project management support to coordinate a countywide response to a 2019 Oregon Occupational Safety and Health Division (OR-OSHA) inspection of safety and/or health hazards.

### Program Summary

Oregon OSHA (OR-OSHA) completed an inspection in 2019 of certain County facilities to determine if safety or health hazards were present which could cause injury or illness to employees. These compliance inspections are standard practice but are not based on a fixed schedule. The comprehensive review and final OR-OSHA report noted several deficiencies that require a corrective action plan and resolution. A vast majority of the identified findings have been resolved but a few larger scale items remain in process. This program funds a limited duration project manager that is managing response and resolution steps. This includes but not is limited to tracking issues, working resolution steps, collaboration among stakeholders, developing prevention tools, providing recommendations to leadership, managing timelines (to ensure we meet OR-OSHA requirements), procedure development, and supporting the Risk Management Program. This program is expected to support for one year or upon full resolution of OR-OSHA findings.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output					
Outcome	OSHA findings fully resolved and necessary changes imp	N/A	N/A	N/A	1

### Performance Measures Descriptions

1 Complete 0 Findings remain unresolved

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$0	\$164,958
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$164,958</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$164,958</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$164,958
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$164,958</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was:

<b>Department:</b>	County Management	<b>Program Contact:</b>	Eric Arellano
<b>Program Offer Type:</b>	Existing Operating Program	<b>Program Offer Stage:</b>	As Adopted
<b>Related Programs:</b>			
<b>Program Characteristics:</b>			

**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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 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. 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$50,000	\$0	\$50,000
Internal Services	\$0	\$1,400	\$0	\$1,265
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$51,400</b>	<b>\$0</b>	<b>\$51,265</b>
<b>Program Total:</b>	<b>\$51,400</b>		<b>\$51,265</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$51,400	\$0	\$51,265
<b>Total Revenue</b>	<b>\$0</b>	<b>\$51,400</b>	<b>\$0</b>	<b>\$51,265</b>

## Explanation of Revenues

This program generates \$1,265 in indirect revenues.  
Revenues represent Multnomah County's share of state Marine Fuel Tax.

## Significant Program Changes

Last Year this program was: FY 2020: 72010-20 FRM Recreation Fund Payment to Metro

**Department:** County Management

**Program Contact:** Cora Bell

**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 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 49 risk assessments and performed 22 site audits covering \$7.7 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. Fiscal Compliance prepares the County's Cost Allocation Plan annually to set indirect rates, overhead costs in support of grants and contracts.

Fiscal Compliance also offers department support around compliance, including but not limited to approval of costing allocations, reviewing subrecipient budgets, and additional guidance on external funder audits.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total risk assessments performed on County contracts receiving Federal funds	49	50	50	50
Outcome	Percent of total County pass-through dollars actively monitored by Fiscal Compliance	90%	85%	85%	85%

### Performance Measures Descriptions

The Fiscal Compliance unit performs financial monitoring of County-funded human service 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$423,085	\$0	\$414,401	\$0
Materials & Supplies	\$3,380	\$0	\$3,380	\$0
<b>Total GF/non-GF</b>	<b>\$426,465</b>	<b>\$0</b>	<b>\$417,781</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$426,465</b>		<b>\$417,781</b>	
<b>Program FTE</b>	3.00	0.00	3.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2020: 72012-20 FRM Fiscal Compliance

A non-represented 1.0 FTE Finance Supervisor is being removed and re-purposed as a represented 1.0 FTE Finance Specialist Senior. The proposed change will provide more dedicated support to subrecipients around grants compliance and contract compliance. This includes but is not limited to learning sessions, contract support, fiscal compliance guidance, and dedicated outreach. This position will also provide departmental finance/programmatic users with support with subrecipient management.

**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, and operational effectiveness both countywide and within the Department of County Management. The ERU monitors and analyzes key metrics of countywide organizational health, including metrics related to the Workforce Equity Strategic Plan; evaluates the effectiveness of countywide initiatives; and regularly consults countywide on research and evaluation practice, including a partnership with the Joint Office of Homeless Services (JOHS) to aid in the design and implementation of evaluation(s) of the A Home for Everyone project to end homelessness in the region.

### Program Summary

The Evaluation and Research Unit (ERU) performs program evaluation and research on workforce equity, and operational effectiveness both countywide and within the Department of County Management. The ERU monitors and analyzes key metrics of countywide organizational health, including metrics related to the Workforce Equity Strategic Plan; evaluates the effectiveness of countywide initiatives; and regularly consults countywide on research and evaluation practice, including a partnership with the Joint Office of Homeless Services (JOHS) to design and implement evaluation(s) of the A Home for Everyone project to end homelessness in the region.

In FY 2020, the ERU:

- Collaborated with the Office of Diversity and Equity and over 150 employees to design a set of questions to measure “belonging” for the Countywide Employee Survey, as recommended by the Workforce Equity Strategic Plan;
- completed a countywide analysis of pay equity in accordance with state law;
- designed a new, collaborative project plan for the Countywide Employee Survey and launched the survey on time in October 2019; and
- designed, issued, and analyzed a survey to all county managers gauging their readiness and needs related to organizational culture change.

In FY 2021, the ERU will assist the county in plans to maintain pay equity over time; analyze and present the FY 2020 Countywide Employee Survey in partnership with county employees; work with system data partners to design and implement new dashboards for employee demographic data; respond to information requests from county leadership; and consult countywide on program evaluation, analytical methods, and data visualization. Examples of recent consulting projects include reviewing/editing survey questions for multiple internal surveys, helping design information products for ease of understanding; and providing data on employee demographics as requested. The ERU will also continue to sponsor and manage a countywide Community of Practice for county research and evaluation.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of consults performed and reports, presentations, and/or dashboards issued	99	95	95	100
Outcome	Response rate to the Countywide Employee Survey	54%	58%	58%	58%
Outcome	Percent of information and consulting requests responded to within a week.	100%	100%	100%	100%
Output	Number of events for the countywide Community of Practice for Program Evaluation and Research	4	5	4	4

### Performance Measures Descriptions

The Countywide Employee Survey happens every two years; response rate will be the same for FY 2020 and FY 2021. Response to an information or consulting request is defined as initial acknowledgement and arrangement of a planning conversation. Community of Practice for Program Evaluation and Research lowered number of events to ensure thorough vetting and quality of events.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$472,193	\$0	\$491,764	\$0
Materials & Supplies	\$20,390	\$0	\$21,022	\$0
Internal Services	\$0	\$0	\$1,227	\$0
<b>Total GF/non-GF</b>	<b>\$492,583</b>	<b>\$0</b>	<b>\$514,013</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$492,583</b>		<b>\$514,013</b>	
<b>Program FTE</b>	3.00	0.00	3.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Program supported by ongoing General Fund revenue.

Significant Program Changes

Last Year this program was: FY 2020: 72014-20 Evaluation and Research Unit



**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 and funds. 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, 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 contract & procurement rules and laws; Collaborates with stakeholders to review Administrative Procedures, policies and the implementation of best practices; and Participates in cross-county teams such as the Finance Managers Forum, Fin Champs, Purchasing Advisory Council, Purchasing Leaders Group, ERP Governance Group, Strategic Sourcing Council and DCM's Workforce Equity Strategic Plan Committees.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	# of Accounts Receivable Transactions processed	1301	3000	1160	1300
Outcome	Percentage of Contracts processed following established policies and processes	100%	100%	100%	100%
Outcome	% of travel and training events reconciled within 30 days of travel return date	100%	100%	99%	100%
Outcome	% of Accounts Payable invoices paid in 30 days or less	98%	99%	100%	99%

**Performance Measures Descriptions**

Outcome Measures demonstrate 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 and final settlements within prescribed timelines. Volume of Accounts Receivable transactions varies with workload transitioning from other DCM Programs to DCM Business Services.

## Legal / Contractual Obligation

Oregon Budget Law (ORS Chapter 294), 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,094,233	\$0	\$1,164,732	\$0
Contractual Services	\$1,318	\$0	\$1,318	\$0
Materials & Supplies	\$28,597	\$0	\$28,597	\$0
Internal Services	\$123,612	\$0	\$125,209	\$0
<b>Total GF/non-GF</b>	<b>\$1,247,760</b>	<b>\$0</b>	<b>\$1,319,856</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,247,760</b>		<b>\$1,319,856</b>	
<b>Program FTE</b>	8.50	0.00	8.50	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2020: 72015-20 DCM Business Services

A Contract Specialist position reclassified to Contract Specialist Sr. during FY 2020

**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 organization. It also provides administrative and business services management for Central HR programs, including Labor Relations; Classification and Compensation; Organizational Learning (formerly 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of countywide job applications received	17,649	22,000	19,500	19,500
Outcome	Percentage of employees indicating that they are fully engaged in their jobs	89%	90%	87%	87%
Output	Number of employees nominated for annual employee awards	535	new	400	400
Output	Number of employees celebrated for reaching milestone years-of-service anniversaries	677	new	673	700

### Performance Measures Descriptions

Output 1: Measures the number of applicants interested in county employment. Number declined as we did not accept applications for 30 days during transition to Workday. Outcome: Percent of respondents that "agree" or "strongly agree" to the question "I am fully engaged in my job" on the bi-annual Countywide Employee Survey. Measure will update in FY22 so FY21 offer is same as this year's estimated. Output 3 & 4: New - Measures impact of countywide employee recognition program.

## 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. Twelve labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$444,525	\$0	\$452,224	\$0
Contractual Services	\$55,806	\$0	\$55,806	\$0
Materials & Supplies	\$54,130	\$0	\$54,130	\$0
Internal Services	\$652,903	\$0	\$523,471	\$0
<b>Total GF/non-GF</b>	<b>\$1,207,364</b>	<b>\$0</b>	<b>\$1,085,631</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,207,364</b>		<b>\$1,085,631</b>	
<b>Program FTE</b>	2.63	0.00	2.63	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

## Significant Program Changes

Last Year this program was: FY 2020: 72016-20 Central HR Administration

**Department:** County Management      **Program Contact:** Travis Graves  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Adopted  
**Related Programs:** 72017B and 72017C  
**Program Characteristics:**

**Executive Summary**

Central Human Resources (CHR) services focus on the full lifecycle of employment, developing county-wide resources for attraction, recruitment, selection and ongoing training and development. CHR services implement strategies to address key components of the countywide Human Resources Strategic Plan. Resources include talent development and classification and compensation, providing systems and tools to attract, train, and retain a diverse, highly qualified workforce.

**Program Summary**

Classification and Compensation provides pay and classification structures necessary for the County to offer competitive pay and appealing career paths. 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.

Organizational Learning provides a wide range of services including leadership development, culturally responsive training, coaching and team-building, mediation, technology-specific training and professional development for emerging leaders and the general workforce. The suite of offerings in Organizational Learning are informed by industry-wide best practices, county-specific Employee Survey trends, and the minimum standards outlined in the Workforce Equity Strategic Plan (WESP). Priorities for the coming fiscal year include developing a formalized leadership development model (which includes creating a Management Orientation for newly hired/promoted leaders), increasing the depth and capacity of culturally responsive learning opportunities, and implementing a Mediation Support program.

Promoting Multnomah County as an Employer of Choice, implementing inclusive talent acquisition practices, and standardizing recruitment strategies are fundamental components to building a diverse and talented workforce. The centralized Talent Acquisition function serves as the recruitment and selection subject-matter-expert as it relates to recruitment and selection practices and personnel rules. This role ensures practices and policies are updated based on employment law and other mandates (ie: Civil Service, Veteran's Preference, etc). This centralized function serves as the liaison between centralized processes and departmental recruitment resources; this includes facilitating the countywide Employment Committee meetings and identifying professional development opportunities for the recruitment profession.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of hours employees attended county-offered learning courses.	4,294	5,000	3,762	4,500
Outcome	Percent of total positions reclassified, revised, updated.	10.4%	16.8%	23%	18.5%
Outcome	% of participants who indicated learning provided tools/concepts could be applied to their work.	N/A	N/A	N/A	70%
Outcome	% of participants who indicated county-offered course supported ongoing personal or professional development	N/A	N/A	N/A	70%

**Performance Measures Descriptions**

Output/Outcome measures were changed from last year to align with key performance goals of the Workforce Equity Strategic Plan. Participant learning outcomes/outputs are intended to capture knowledge transfer and support of professional development which both align with the organizational commitment to becoming a learning organization. Classification measures align to job market factors and the inability to fill vacancies and/or impact on essential public services.

## Legal / Contractual Obligation

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability & Accountability Act and other employment related issues. Twelve labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,259,248	\$0	\$2,413,528	\$0
Contractual Services	\$137,000	\$0	\$137,000	\$0
Materials & Supplies	\$56,700	\$0	\$56,700	\$0
Internal Services	\$103,503	\$0	\$116,614	\$0
<b>Total GF/non-GF</b>	<b>\$2,556,451</b>	<b>\$0</b>	<b>\$2,723,842</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,556,451</b>		<b>\$2,723,842</b>	
<b>Program FTE</b>	12.80	0.00	14.00	0.00

Program Revenues				
Service Charges	\$25,000	\$0	\$25,000	\$0
<b>Total Revenue</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$0</b>

## 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.

## Significant Program Changes

**Last Year this program was:** FY 2020: 72017A-20 Central HR Services

Increased FTE for one position from .80 to 1.00.

And 1.00 FTE College to County Coordinator (HR Analyst 2) moved from NOND College to County (10017C) to DCM Central HR Services (72017A). Position was transferred to Central Human Resources so that the program aligns with all other recruitment, outreach and pipeline strategies, which currently sit within Central HR.



## 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. Twelve labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$302,006	\$0	\$162,310	\$0
Contractual Services	\$135,000	\$0	\$0	\$0
Materials & Supplies	\$90,000	\$0	\$20,000	\$0
<b>Total GF/non-GF</b>	<b>\$527,006</b>	<b>\$0</b>	<b>\$182,310</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$527,006</b>		<b>\$182,310</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

Program Revenues				
Beginning Working Capital	\$200,000	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2020: 72017B-20 Leadership Development and Accountability

Last year's program offer included resources to launch the county's first-ever Management Conference and to implement a branding and resource strategy for the county's Core Competency Model. Both priorities were successfully rolled-out and therefore are not included on this year's program offer. Therefore, this program offer contains a reduced request for funding as compared to prior year while still acknowledging the need to additional resources to respond to the expansion in centralized commitments.

Reduced by 1.00 FTE (Vacant Research & Evaluation Analyst Sr)



**Department:** County Management      **Program Contact:** Holly Calhoun  
**Program Offer Type:** Innovative/New Program      **Program Offer Stage:** As Adopted  
**Related Programs:** 72017A and 72017B  
**Program Characteristics:**

### Executive Summary

Central Human Resources requests ongoing funding to fulfill recommendations outlined in the Workforce Equity Strategic Plan (WESP) and Local 88 Contract. This proposal represents expanded capacity for culturally-responsive training, facilitation and team-building, and mediation.

### Program Summary

The Workforce Equity Strategic Plan (WESP) prescribes an increased investment in ongoing learning, particularly as it relates to culturally responsive and equity-focused topics. With an average workforce of 6,000 employees and nearly 600 new employees joining the organization on an annual basis, this is an ongoing capacity need.

This ongoing need is two-fold; in addition to increasing the volume of culturally responsive learning opportunities, there is a need to expand the overall suite of learnings to be better informed by other initiatives occurring across the county. Examples include aligning learning with countywide recommendations that have resulted from the Leading with Race Committee, the Shared Language Committee, and several specific WESP minimum standards. Finally, all curriculum will be informed by national research and best practices related to equity-informed learning.

This program offer also deepens the capacity organizationally to offer mediation services. Organizational Learning (formerly known as Talent Development), in partnership with the Complaints Investigation Unit (CIU) have identified a need for restorative practice and mediation services as a critical component to improving overall workforce morale and addressing challenges that arise from employee relations issues and workplace complaint and investigations processes. Originally, the request for mediation services came from the Local 88 contract that states the county will make an individual trained in mediation available to employees under a variety of circumstances but the need is broader and more complex than just complying with contractual obligations and impacts a larger portion of the workforce than just Local 88 represented staff.

This proposal maintains capacity for mediation, team-building, training and facilitation for teams experiencing conflict and organizational strife. This position will also increase Organizational Learning's ability to provide culturally specific facilitation and training across county departments.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of hours employees participated in culturally responsive learning.	N/A	N/A	N/A	2,000
Outcome	% of employees who indicated the learning services increased their sense of trust, safety & belonging.	N/A	N/A	N/A	70%
Output	Number of employees that received customized organizational learning services.	N/A	N/A	N/A	1,000

### Performance Measures Descriptions

Output/Outcome measures were changed from last year to align with key performance goals and minimum standards outlined in the Workforce Equity Strategic Plan. Measuring the number of employees participating in culturally responsive learning and/or customized learning support will ensure tracking of key WESP minimum standards and support the analysis of metrics that drive organizational culture transformation. Customized organizational learning services include mediation/resolution services, team-building, team-facilitation, restorative justice practices, retreats, custom events, etc.

## 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. Twelve labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$168,471	\$0	\$157,163	\$0
Materials & Supplies	\$0	\$0	\$10,000	\$0
<b>Total GF/non-GF</b>	<b>\$168,471</b>	<b>\$0</b>	<b>\$167,163</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$168,471</b>		<b>\$167,163</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

Program supported by ongoing General Fund revenue.

## Significant Program Changes

**Last Year this program was:** FY 2020: 72017C-20 WESP - Conflict Mediation & Resolution

Last year's proposal indicated a request for one-time-only funding; this request is for regular funding in the General Fund on an ongoing basis.

**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 12 labor contracts, representing 85% of the county workforce, and the Personnel Rules (work rules) that apply to 100% of county employees.

### 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 the 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 appeal 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of labor disputes	147	102	114	133
Outcome	Percentage of labor disputes settled collaboratively	95%	96%	96%	95%

### 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. FY20 Performance measures contained incorrect data and have been corrected for FY21.

## 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. Twelve labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$900,896	\$54,357	\$917,927	\$55,092
Contractual Services	\$9,750	\$0	\$9,750	\$0
Materials & Supplies	\$13,100	\$0	\$13,100	\$0
Internal Services	\$10,883	\$11,525	\$29,269	\$1,227
<b>Total GF/non-GF</b>	<b>\$934,629</b>	<b>\$65,882</b>	<b>\$970,046</b>	<b>\$56,319</b>
<b>Program Total:</b>	<b>\$1,000,511</b>		<b>\$1,026,365</b>	
<b>Program FTE</b>	4.60	0.25	4.60	0.25

Program Revenues				
Other / Miscellaneous	\$0	\$65,882	\$0	\$57,885
<b>Total Revenue</b>	<b>\$0</b>	<b>\$65,882</b>	<b>\$0</b>	<b>\$57,885</b>

## Explanation of Revenues

This program is supported primarily by General Fund with 0.25 FTE Labor Relations Manager supported by \$57,885 from the Risk Fund.

## Significant Program Changes

Last Year this program was: FY 2020: 72018-20 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

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY19 Actual</b>	<b>FY20 Budgeted</b>	<b>FY20 Estimate</b>	<b>FY21 Offer</b>
Output	Number of employee claims for unemployment.	217	250	246	250
Outcome	Percentage of unemployment claim appeals found in the county's favor.	0%	50%	100%	50%
Output	Number of unemployment appeals.	5	7	10	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. Outcome: in FY19 all appeals were found in employee's favor. FY20 so far all appeals have been found in county favor.

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$38,517	\$0	\$39,029
Contractual Services	\$0	\$150	\$0	\$150
Materials & Supplies	\$0	\$970,921	\$0	\$970,921
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,009,588</b>	<b>\$0</b>	<b>\$1,010,100</b>
<b>Program Total:</b>	<b>\$1,009,588</b>		<b>\$1,010,100</b>	
<b>Program FTE</b>	0.00	0.15	0.00	0.15

Program Revenues				
Other / Miscellaneous	\$0	\$1,009,588	\$0	\$1,011,224
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,009,588</b>	<b>\$0</b>	<b>\$1,011,224</b>

## 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. Revenue for FY21 is \$1,011,244.

## Significant Program Changes

Last Year this program was: FY 2020: 72019-20 Central HR Unemployment

**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/dental, life and disability coverage, FMLA/OFLA leave administration and flexible spending accounts for approximately 12,400 eligible individuals. Employees have the option of enrolling spouse or domestic partners and dependent children. The Wellness Program promotes and supports a healthier workforce, serving employees and families by providing a wide variety of activities, education and services to promote health and well-being holistically across seven dimensions of wellness.

### 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 county employees and departments to ensure timely enrollment in benefit plans, accurate payroll deductions, 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 unions and management to structure benefit components that provide desirable, affordable and sustainable benefit options within budgetary constraints.

Wellness programs can help reduce employee health plan costs and absenteeism, while enhancing employee retention, morale, and productivity. The Employee Wellness Program serves the specific health and wellness needs of our employees as documented by health plan claims, population health data, and employee input. Programming and policies focus on a holistic approach to health across multiple dimensions of wellness including physical, emotional, intellectual, financial, social, environmental, and a sense of purpose. Program activities are planned and implemented to promote sustainable practices, be inclusive of all employees, communicate in a gender neutral manner, and help employees to foster a healthy and safe work-life balance across all county departments. Health plan partnerships and resources supplement program efforts.

Benefits and Wellness work together to support employees with generous protected leave programs, access to lactation and wellness spaces, education for managers of employees taking parental leave and returning from those leaves.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Medical plan annual member count	12,400	12,500	12,400	12,400
Outcome	Participation in county wellness programs	11,427	11,000	12,900	12,000
Efficiency	County's annual benefits cost change per employee	6.0%	6.0%	5.0%	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:** This totals the participation across all Wellness offerings in which some report unique participants and others report number of engagements by participants (not unique). **Efficiency:** Actual and projected changes in annual county benefit costs per employee.

## Legal / Contractual Obligation

County labor contracts have benefit mandates for active and retired members. Benefits are governed by Federal/State/local laws and agencies, including the 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, PPACA, CHIP, civil rights and EEO laws. Labor contracts require a transit pass be provided, so the county follows OAR Chapter 340, Div 242 that requires employers provide commute options to achieve and maintain a reduced auto trip rate.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$3,106,972	\$0	\$3,072,042
Contractual Services	\$0	\$1,371,000	\$0	\$1,574,773
Materials & Supplies	\$0	\$112,624,663	\$0	\$113,553,710
Internal Services	\$0	\$484,910	\$0	\$393,296
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$117,587,545</b>	<b>\$0</b>	<b>\$118,593,821</b>
<b>Program Total:</b>	<b>\$117,587,545</b>		<b>\$118,593,821</b>	
<b>Program FTE</b>	0.00	13.12	0.00	13.12

Program Revenues				
Other / Miscellaneous	\$0	\$112,992,945	\$0	\$118,872,150
Service Charges	\$0	\$20,400	\$0	\$15,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$113,013,345</b>	<b>\$0</b>	<b>\$118,887,150</b>

## Explanation of Revenues

Sources of revenue are: departmental contributions for health plan coverage (\$92,165,913 Actives/\$7,900,000 Retirees), Short and Long Term Disability and Life Insurance (\$3,172,799); benefit administration charge, (\$4,653,438), employee payroll deductions (both pre- and post- tax) for benefit plan participation (\$5,500,000), premium payments from retirees and COBRA participants (\$4,650,000), charges for Fitness Classes (\$15,000) and operational refunds/forfeitures/rebates/performance guarantee penalties from vendors (\$830,000).

## Significant Program Changes

**Last Year this program was:** FY 2020: 72020-20 Central HR Employee Benefits

Three positions that were under-filled are being "right-sized", with reallocations in the budget. The salary savings are being added to temp funding, which is being used to cover the costs of an LDA HR Analyst 2 position to be filled in early 2020. The LDA position is needed while we stabilize in Workday and to assist the team as tasks are absorbed from the departure of an HR Analyst Senior in 2019. The positions that were changed include 2 HR Analyst Senior positions changing to HR Techs and an HR Analyst 2 to an HR Analyst 1.



**Department:** County Management      **Program Contact:** Travis Graves  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Adopted  
**Related Programs:** 72046 - Workday Support - Finance; 72022B & 72022C  
**Program Characteristics:**

**Executive Summary**

This is the base program offer, which was funded in FY20 with a combination of on-going General Funds and One Time Only funding. Workday was implemented in January 2019 as part of the county's enterprise resource planning system (ERP). HR has implemented a three tier support model utilizing business operational HR staff with departmental HR teams, in partnership with IT. The HR Workday Support team provides strategic and operational leadership and maintains, troubleshoots, and enhances Workday Human Capital Management (HCM) functionality to help the county use our ERP system to its fullest potential.

**Program Summary**

The Workday Support Team manages human resources operational and strategic functions in Workday including project management, business analysis, configuration, reporting and daily maintenance across the multiple HR disciplines. For HCM and payroll the team supports Workday functions including maintenance of supervisory organization, maintenance of jobs architecture, payroll, compensation, talent, recruiting, core HR, time, absence, benefits and learning. The Workday Management Team will perform the following functions:

1. System configuration related to new functionality or changes to existing system.
2. Manage system business processes, determine the methodologies for implementing and maintaining HCM and payroll systems, business processes and procedures to achieve a consistent and predictable employee and manager experience across the county.
3. Conduct audits, analyze data, and perform testing to protect data integrity and internal controls.
4. Meet regularly with HR stakeholder groups to share and prioritize new functionality in upcoming Workday releases.
5. Provide ongoing learning support to all county HCM users to enhance skill development and adoption for system end users, in conjunction with Central HR Organizational Learning team.
6. Write reports and maintain existing reports to meet HR business and operational needs.
7. Manage business relationship with Workday.
8. Work collaboratively with Information Technology and Workday Support-Finance team on technical issues and solutions.
9. Provide analysis support for human resource data associated with the Workforce Equity Strategic Plan.
10. Develop and present reports that show progress towards workforce goals.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of resolved department HR and user issues as identified in ServiceNow.	N/A	N/A	4,500	4,500
Outcome	Percentage of Workday new release functionality implemented in support of improved HR operations.	N/A	N/A	45%	95%
Efficiency	Business processes initiated through employee and manager self service.	N/A	N/A	60,000	60,000

**Performance Measures Descriptions**

Output: Measures resolution of ERP HR & Payroll ServiceNow tickets. Outcome: Implementation of Workday release functionality. Initial implementation of Workday release functionality was limited due to go-live. With more stability in the Workday module we expect to implement more release items to support HR operations. Efficiency: the effectiveness of change management and organizational adaptation to the new system. We expect this number to increase over time. Performance not measured for FY19 due to go-live delay.

## 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. Twelve labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,424,838	\$0	\$583,188	\$0
Contractual Services	\$65,921	\$0	\$6,387	\$0
Materials & Supplies	\$84,640	\$0	\$0	\$0
Internal Services	\$51,076	\$0	\$36,292	\$0
<b>Total GF/non-GF</b>	<b>\$1,626,475</b>	<b>\$0</b>	<b>\$625,867</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,626,475</b>		<b>\$625,867</b>	
<b>Program FTE</b>	8.00	0.00	3.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

Program supported by ongoing General Fund revenue.

## Significant Program Changes

**Last Year this program was:** FY 2020: 72022-20 Workday Support - Central Human Resources

FY20 program supported by \$625,000 ongoing General Fund revenue and \$1,001,475 of one-time-only revenue. This Program Offer has been changed to represent the positions currently funded by ongoing General Fund revenue only. Program Offer 72022B has been created to seek ongoing revenue for the positions previously funded with one-time-only revenue.

**Department:** County Management **Program Contact:** Travis Graves  
**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted  
**Related Programs:** 72046 - Workday Support - Finance; 72022A & 72022C  
**Program Characteristics:**

**Executive Summary**

This program offer supplements the base program offer, requesting Ongoing General Fund revenue, to replace the current One Time Only funding. Workday was implemented in January 2019 as part of the county's enterprise resource planning system (ERP). HR has implemented a three tier support model utilizing business operational HR staff with departmental HR teams. The HR Workday Support team provides strategic and operational leadership and maintains, troubleshoots, and enhances Workday Human Capital Management (HCM) functionality to help the county use our ERP system to its fullest potential.

**Program Summary**

The Workday Support Team manages human resources operational and strategic functions in Workday including project management, business analysis, configuration, reporting and daily maintenance across the multiple HR disciplines. For HCM and payroll the team supports Workday functions including maintenance of supervisory organization, maintenance of jobs architecture, payroll, compensation, talent, recruiting, core HR, time, absence, benefits and learning. The Workday Management Team will perform the following functions:

1. System configuration related to new functionality or changes to existing system.
2. Manage system business processes, determine the methodologies for implementing and maintaining HCM and payroll systems, business processes and procedures to achieve a consistent and predictable employee and manager experience across the county.
3. Conduct audits, analyze data, and perform testing to protect data integrity and internal controls.
4. Meet regularly with HR stakeholder groups to share and prioritize new functionality in upcoming Workday releases.
5. Provide ongoing learning support to all county HCM users to enhance skill development and adoption for system end users, in conjunction with Central HR Organizational Learning team.
6. Write reports and maintain existing reports to meet HR business and operational needs.
7. Manage business relationship with Workday.
8. Work collaboratively with Information Technology and Workday Support-Finance team on technical issues and solutions.
9. Provide analysis support for human resource data associated with the Workforce Equity Strategic Plan.
10. Develop and present reports that show progress towards workforce goals.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of resolved department HR and user issues as identified in ServiceNow.	N/A	N/A	4,500	4,500
Outcome	Percentage of Workday new release functionality implemented in support of improved HR operations.	N/A	N/A	45%	95%
Efficiency	Business processes initiated through employee and manager self service.	N/A	N/A	60,000	60,000

**Performance Measures Descriptions**

Output: measures resolution of ERP HR & Payroll ServiceNow tickets. Outcome: Implementation of Workday release functionality. Initial implementation of Workday release functionality was limited due to go-live. With more stability in the Workday module we expect to implement more release items to support HR operations. Efficiency: the effectiveness of change management and organizational adaptation to the new system. We expect this number to increase over time. Performance not measured for FY19 due to go-live delay.

## 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. Twelve labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$884,672	\$0
Contractual Services	\$0	\$0	\$8,000	\$0
Materials & Supplies	\$0	\$0	\$74,664	\$0
Internal Services	\$0	\$0	\$59,127	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,026,463</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$1,026,463</b>	
<b>Program FTE</b>	0.00	0.00	5.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

Program supported by ongoing General Fund revenue.

## Significant Program Changes

**Last Year this program was:** FY 2020: 72022-20 Workday Support - Central Human Resources

In FY20 the program was supported by \$625,000 ongoing General Fund revenue and \$1,001,475 of one-time-only revenue. This Program Offer has been created to seek ongoing revenue for the positions previously funded with one-time-only revenue. Program Offer 72022A represents the positions that already have ongoing General Fund revenue.

**Department:** County Management      **Program Contact:** Jeffrey Brown  
**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. It is responsible for maintaining Real Market Value on over 309,000 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 \$1.9 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 and 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 continues to provide quality customer service to taxpayers.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total Number of Property Tax Accounts Administered	321,800	336,500	309,500	310,000
Outcome	Percent Acceptable Compliance Reports Required by Oregon Department of Revenue	100%	100%	100%	100%
Efficiency	Administrative Costs as a Percent of Actual Expenditures	6%	6%	6%	6%
Efficiency	Cost of Collection per Account (in Dollars)	\$4.00	\$4.00	\$4.00	\$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 guidelines for acceptable levels of assessment and taxation staffing. Current DART staffing is at the lower end of adequate to perform statutory functions. Reductions to program may jeopardize grant revenue.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$477,628	\$0	\$613,486	\$0
Contractual Services	\$9,100	\$0	\$9,100	\$0
Materials & Supplies	\$47,973	\$0	\$49,362	\$0
Internal Services	\$169,710	\$0	\$167,625	\$0
<b>Total GF/non-GF</b>	<b>\$704,411</b>	<b>\$0</b>	<b>\$839,573</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$704,411</b>		<b>\$839,573</b>	
<b>Program FTE</b>	2.40	0.00	3.40	0.00

Program Revenues				
Fees, Permits & Charges	\$65,000	\$0	\$65,000	\$0
Intergovernmental	\$70,366	\$0	\$80,013	\$0
<b>Total Revenue</b>	<b>\$135,366</b>	<b>\$0</b>	<b>\$145,013</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Dept of Revenue's County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 15% 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 \$2,930,889, with \$80,013 allocated to DART Administration. General Fund Revenue of \$65,000 is from a portion of the document recording fee for County Assessment and Taxation Programs (5% of the \$10 per document fee) and is for the maintenance of county property tax systems. The document recording fee may vary annually based upon economic factors affecting the real estate market and the number of documents recorded. (Note: The balance of the \$10 document recording fee is allocated to the County Clerk (5%) and to the County Assessment & Taxation Fund (90%) for distribution to the Oregon Dept of Revenue for deposit into the statewide CAFFA Account.) Remaining program support is from General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2020: 72023-20 Div of Assessment, Recording & Taxation Administration

Increased from 2.40 FTE in FY20 to 3.40 FTE in FY21. An A&T Technician 2 position is being reclassified to HR Analyst 1 NR and moved from Residential Appraisal to DART Administration program. Position currently filled as LDA moved to permanent to provide ongoing support for WESP implementation in DCM & equity & inclusion efforts in DART.

**Department:** County Management

**Program Contact:** Tim Mercer

**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 140,000 inquiries annually, including 60,000 walk-in customers and approximately 28,000 reported in the County Clerk Function Program Offer. Staff process tax payments, sell copies of records, process passport applications, 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.

Customer Service staff also assist the Tax Revenue Management Program by processing approximately 10,000 over-the-counter tax payments totaling approximately \$50+ million dollars annually. Passport photo and County photo ID processes were transferred under the supervision of DART Customer Service and relocated to the DART offices in 2014. The operational costs are split between DART and Facilities & Property Management for photo services. Other recent efficiency and service improvements included point of sale debit/credit cards and website enhancements. In FY19 DART completed the installation of new enterprise software (Orion), which is used in all of DART business processes.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of counter transactions	53,675	57,500	57,690	57,500
Outcome	Average number of transactions per cashier	5,803	6,216	6,237	6,230
Output	Number of phone calls, emails and chats received and answered	74,299	76,339	79,028	79,000
Outcome	Average number of phone calls, emails and chats per operator	8,032	8,252	8,544	8,500

### Performance Measures Descriptions

"Number of counter transactions" includes computer-generated statistics from the operating systems used in Customer Service. The system tracks revenue-generating transactions including tax payments, marriage licenses, Domestic Partnership Registrations, passport applications and copies of various records.



## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$891,910	\$0	\$1,015,259	\$0
Contractual Services	\$2,650	\$0	\$2,650	\$0
Materials & Supplies	\$20,110	\$0	\$20,875	\$0
Internal Services	\$374,256	\$0	\$368,545	\$0
<b>Total GF/non-GF</b>	<b>\$1,288,926</b>	<b>\$0</b>	<b>\$1,407,329</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,288,926</b>		<b>\$1,407,329</b>	
<b>Program FTE</b>	9.50	0.00	10.00	0.00

Program Revenues				
Intergovernmental	\$278,562	\$0	\$235,937	\$0
<b>Total Revenue</b>	<b>\$278,562</b>	<b>\$0</b>	<b>\$235,937</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 15% 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 \$2,930,889, with \$235,937 allocated to DART Customer Service. Remaining Customer Service Program support is provided by General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2020: 72024-20 DART Customer Service

Increased FTE from 9.50 in FY20 to 10.00 in FY21. Chief Appraiser position formerly in Residential Appraisal Program 72034 and Special Programs 72030 in FY20, was reclassified to Manager 1 position during FY20. For FY21, allocated .50 FTE to County Clerk Recording program 72025A and .50 FTE to Customer Service program 72024.



**Department:** County Management

**Program Contact:** Tim Mercer

**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**

For FY 2019, 131,085 documents were recorded, 6,825 Marriage Licenses were processed, 188 Domestic Partnership Registrations were issued and 9,711 Passport Applications were accepted. Last year 534 BoPTA appeals were processed. 6,478 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 assists approximately 14,000 customers at the counter annually and responds 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 140,000 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, more than 60% of recording transactions are completed electronically.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Marriage Licenses Issued	6,825	7,500	7,504	7,500
Outcome	% of Accurately Processed Licenses	N/A	N/A	95%	95%
Output	Number of Documents Recorded	131,085	160,000	160,000	160,000
Outcome	Average Number of Business Days to Return Original Recorded Documents	2	4	2	2

**Performance Measures Descriptions**

The "% of Accurately Processed Licenses" is a new measure for FY21. The state no longer verifies or returns licenses, so we have begun tracking errors on licenses internally. 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.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,261,319	\$0	\$1,309,439	\$0
Contractual Services	\$45,574	\$0	\$61,179	\$0
Materials & Supplies	\$95,300	\$0	\$99,287	\$0
Internal Services	\$308,348	\$0	\$249,429	\$0
<b>Total GF/non-GF</b>	<b>\$1,710,541</b>	<b>\$0</b>	<b>\$1,719,334</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,710,541</b>		<b>\$1,719,334</b>	
<b>Program FTE</b>	13.40	0.00	12.90	0.00

Program Revenues				
Fees, Permits & Charges	\$4,261,014	\$0	\$4,981,985	\$0
Intergovernmental	\$35,183	\$0	\$28,429	\$0
Other / Miscellaneous	\$195,000	\$0	\$195,000	\$0
<b>Total Revenue</b>	<b>\$4,491,197</b>	<b>\$0</b>	<b>\$5,205,414</b>	<b>\$0</b>

## Explanation of Revenues

A \$60 fee is collected for each marriage license, State and County Domestic Partnership (DP) registration: \$25 to the County General Fund, \$25 to State Domestic Violence 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 a 3-day waiting period for a marriage license are \$291,825. Passport application acceptance fees are \$339,500 and Passport photo fees are \$65,000; Document Recording page fees retained by the County General Fund are \$4,149,460. Recording record copy fees are \$195,000. A portion of recording fees collected for the Corner Preservation Fund and the County Assessment Function Funding Account is credited to the County Clerk Fund pursuant to ORS 205.320(2) are projected at \$120,000. Fees for filing a Board of Property Tax (BoPTA) Appeal are estimated at \$16,200. BoPTA is allocated \$28,430 of the \$2,930,889 County Assessment Function Funding Assistance (CAFFA) Grant.

## Significant Program Changes

**Last Year this program was:** FY 2020: 72025A-20 DART County Clerk Functions

FTE decreased from 13.40 FTE in FY20 to 12.90 FTE in FY21. Chief Appraiser position formerly in Residential Appraisal Program 72034 and Special Programs 72030 in FY20, was reclassified to Manager 1 during FY20. For FY21, allocated .50 FTE to County Clerk Functions 72025A and .50 FTE to Customer Service 72024. A&T Technician 1 reclassified to A&T Technician 2 and moved from County Clerk Functions 72025A to Tax Revenue Management 72027.

**Department:** County Management      **Program Contact:** Tim Mercer

**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 2021 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 the 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 2021 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of digital records converted and uploaded to Digital Research Room (in Millions)	3.754	1.5	1.5	1.5
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. The Performance Measure is measured in millions of document pages.

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$84,534	\$0	\$0	\$0
Contractual Services	\$27,466	\$0	\$48,410	\$0
<b>Total GF/non-GF</b>	<b>\$112,000</b>	<b>\$0</b>	<b>\$48,410</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$112,000</b>		<b>\$48,410</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$112,000	\$0	\$48,410	\$0
<b>Total Revenue</b>	<b>\$112,000</b>	<b>\$0</b>	<b>\$48,410</b>	<b>\$0</b>

## Explanation of Revenues

The carryover revenue in this Program, in the amount of \$48,410, 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 2020: 72025B-20 DART County Clerk Carryover

**Department:** County Management

**Program Contact:** Tim Mercer

**Program Offer Type:** Existing Operating Program

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The DART Ownership & Parcel Management Program is responsible for processing real property ownership changes; adding sale information to the tax roll; and maintaining property information and property tax roll descriptions. Through an examination of recorded and unrecorded documents, this program verifies the documentation and ensures that the documentation is acceptable for ownership transfer and processing. Program staff provides direct customer service for both the public and internal staff.

### Program Summary

The Ownership & Parcel Management Program, within the Division of Assessment, Recording, and Taxation (DART), updates and maintains the ownership records and property information for real property tax accounts. Recorded documents, such as deeds, contracts and assignments and unrecorded documentation, such as marriage records, court orders, and death certificates, are used to update the tax roll. Accurate ownership information is essential for DART programs to ensure that tax statements and various notices are sent to the correct party. Additionally, the group processes voucher actions of partition plats, subdivisions, condominiums, and property line adjustments. 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 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. The group also maintains a transaction file for complex transfers, which is maintained for permanent retention on microfilm.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Ownership Changes Processed	25,166	30,000	30,000	30,000
Outcome	Average Number of Days to Complete Ownership Changes	8	3	5	5
Output	Number of Tax Roll Changes	2313	N/A	2558	2500

### 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$399,537	\$0	\$729,481	\$0
Contractual Services	\$300	\$0	\$300	\$0
Materials & Supplies	\$750	\$0	\$1,500	\$0
Internal Services	\$85,956	\$0	\$118,917	\$0
<b>Total GF/non-GF</b>	<b>\$486,543</b>	<b>\$0</b>	<b>\$850,198</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$486,543</b>		<b>\$850,198</b>	
<b>Program FTE</b>	4.20	0.00	7.20	0.00

Program Revenues				
Intergovernmental	\$123,322	\$0	\$169,992	\$0
<b>Total Revenue</b>	<b>\$123,322</b>	<b>\$0</b>	<b>\$169,992</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 15% 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 \$2,930,889. Allocated \$169,992 to DART Ownership & Parcel Management program. Remaining Program support is provided by General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2020: 72026-20 DART Ownership

Added 3 FTE moved from Program 72028 GIS Cartography to Program 72026 Ownership & Parcel Management.

**Department:** County Management

**Program Contact:** Tim Mercer

**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. Over 335,000 tax statements are sent annually resulting in almost 400,000 payment and accounting transactions 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. Customer use of electronic payment options continues to increase. 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. In FY19 DART completed the installation of new enterprise software (Orion), which is used in all of DART business processes. This year we will have a new electronic payment processing product/vendor which will improve internal efficiency as well as customer experience.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Property Tax Statements Issued	347,139	350,000	337,000	340,000
Outcome	Percentage of Current Year Property Taxes Collected	98.49%	98.5%	98.5%	98.5%
Outcome	Tax Collected Via Electronic Payment (in millions of dollars)	139.1	155.0	148.0	155.0

### 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. 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,348,884	\$0	\$1,507,013	\$0
Contractual Services	\$196,600	\$0	\$191,790	\$0
Materials & Supplies	\$25,776	\$0	\$26,189	\$0
Internal Services	\$525,795	\$0	\$479,605	\$0
<b>Total GF/non-GF</b>	<b>\$2,097,055</b>	<b>\$0</b>	<b>\$2,204,597</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,097,055</b>		<b>\$2,204,597</b>	
<b>Program FTE</b>	12.40	0.00	13.40	0.00

Program Revenues				
Fees, Permits & Charges	\$393,000	\$0	\$393,000	\$0
Intergovernmental	\$363,436	\$0	\$316,243	\$0
Other / Miscellaneous	\$5,500	\$0	\$5,500	\$0
<b>Total Revenue</b>	<b>\$761,936</b>	<b>\$0</b>	<b>\$714,743</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the statewide County Assessment Function Funding Assistance (CAFFA) Grant reimburses approximately 15% 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 at \$2,930,889, with \$316,243 allocated to DART Tax Revenue Management Program. Program revenues of \$398,500 are service fees required by Oregon Revised Statutes and County Fee Ordinance, are based on historical averages, and include foreclosure publication fees, title search fees, exemption late filing fees, delinquent personal property tax warrant and warrant recording fees, manufactured structure ownership transfer fees and 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 2019: 72027-19 DART Tax Revenue Management

Increased from 12.40 FTE in FY20 to 13.40 FTE in FY21. A&T Technician 1 position reclassified to A&T Technician 2 and moved from County Clerk Functions 72025A to Tax Revenue Management 72027. The position is focused on expediting outstanding refunds.





**Program #72028 - DART GIS/Cartography** 7/22/2020

**Department:** County Management **Program Contact:** Larry Steele  
**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Division of Assessment, Recording and Taxation's (DART) GIS/Cartography 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; develops and deploys GIS resources, and provides direct customer service.

**Program Summary**

The GIS/Cartography 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 (Orion). Program staff develops databases and GIS applications 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of New Tax Roll Accounts Created	1,613	1,725	1,405	1,225
Outcome	Number of GIS Mapping Edits per FTE	4,914	N/A	5,701	6,615
Output	Number of GIS Mapping Edits	19,657	N/A	22,806	26,500

**Performance Measures Descriptions**

The number of New Tax Roll Accounts Created is affected by the volume of new plats, condominiums, and subdivisions recorded. The number GIS Mapping Edits 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 86,92-93,100,198-199,222,227,271,274-275,306-308,312,368,457,477-478. Through the County Assessment Function Funding Assistance (CAFFA) Grant process described in ORS 294.175, the Oregon Department of Revenue (DOR) has determined Multco's A&T staffing to be adequate to meet ongoing statutory needs; however, DOR staffing guidelines are indicating a deficiency in recommended FTE within assessment areas including GIS/Cartography.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$958,479	\$0	\$655,431	\$0
Contractual Services	\$300	\$0	\$300	\$0
Materials & Supplies	\$15,534	\$0	\$14,920	\$0
Internal Services	\$217,574	\$0	\$100,921	\$0
<b>Total GF/non-GF</b>	<b>\$1,191,887</b>	<b>\$0</b>	<b>\$771,572</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,191,887</b>		<b>\$771,572</b>	
<b>Program FTE</b>	8.40	0.00	5.25	0.00

Program Revenues				
Intergovernmental	\$247,280	\$0	\$124,977	\$0
<b>Total Revenue</b>	<b>\$247,280</b>	<b>\$0</b>	<b>\$124,977</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 15% 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 \$2,930,889, with \$123,976 allocated to DART GIS Cartography Program. \$1,000 in revenue pursuant to IGA with State of Oregon for transfer of GIS data to State. Remaining Program support is provided by General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2020: 72028-20 DART GIS/Cartography & Parcel Management

Decreased Program 72028 DART GIS/Cartography & Parcel Management from 8.40 FTE to 5.25 FTE. Moved 3 FTE to Program 72026 Ownership & Parcel Management; changed allocation of management position from .40 to .25 FTE.



**Program #72029 - DART Assessment Performance Analysis**

7/22/2020

**Department:** County Management      **Program Contact:** Larry Steele  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Assessment Performance Analysis Unit (APA), 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. APA acts as the audit function for all valuation processes.

**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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Projects Maintained	19	19	19	19
Outcome	Percentage of Neighborhoods in compliance with State standards.	97%	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: Performance Measure #2 - outcome.

## Legal / Contractual Obligation

Functions in this program are regulated under Oregon Revised Statutes (ORS) Chapters 92,205,294,305,306,307,308,308A,309,310 and 321 . Through the County Assessment Function Funding Assistance (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. According to the DOR, Multco's assessment and taxation staffing is adequate to meet ongoing statutory needs; however, DOR staffing guidelines are indicating a deficiency in recommended FTE within assessment areas including this unit.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$452,697	\$0	\$487,300	\$0
Contractual Services	\$600	\$0	\$600	\$0
Materials & Supplies	\$14,358	\$0	\$15,679	\$0
Internal Services	\$43,836	\$0	\$46,115	\$0
<b>Total GF/non-GF</b>	<b>\$511,491</b>	<b>\$0</b>	<b>\$549,694</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$511,491</b>		<b>\$549,694</b>	
<b>Program FTE</b>	3.20	0.00	3.25	0.00

Program Revenues				
Intergovernmental	\$93,942	\$0	\$76,789	\$0
<b>Total Revenue</b>	<b>\$93,942</b>	<b>\$0</b>	<b>\$76,789</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 15% 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 \$2,930,889, with \$76,789 allocated to DART Assessment Performance Mgmt Program. Remaining Program support is provided by General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2020: 72029-20 DART Assessment Performance Analysis

Program FTE for 72029 DART Assessment Performance Analysis increased from 3.20 FTE to 3.25 FTE due to change in allocation of Manager position. Reclass of one Data Analyst SR, position 704457, to Development Analyst to support the increased responsibilities of the new CAMA system.

**Department:** County Management      **Program Contact:** Larry Steele  
**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 and special assessments. The group monitors exempt properties for continued qualification in the exemption programs. Additional tax roll responsibilities include processing corrections and reallocating maximum assessed value. Special Programs maintains property information while providing direct customer service to the public.

**Program Summary**

The Special Programs Group (SPG) ensures that exempt and specially assessed properties are valued in accordance with state statutes to maximize property tax revenues that fund County programs. Property taxes account for approximately 60% of the County's General Fund revenues. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 limitations.

SPG reviews and processes, annually, over 8,500 accounts with special assessments and/or exemptions. Examples of some of the programs SPG administers are historic special assessments, exemptions for properties owned and/or occupied by charitable, fraternal and religious organizations, and farm/forest deferrals. Lease records are also tracked for exempt government agencies leasing to non-exempt tenants, ensuring taxable values for over 800 additional accounts are accurate.

SPG administers programs that provide exemptions to war veterans and their surviving spouses, along with active duty military personnel. Currently, there are a combined 4,000 accounts that qualify for these programs. Approximately 500 field inspections are performed annually as part of SPG's compliance activities.

In addition to administering exemptions and special assessments, the SPG team determines and reallocates Maximum Assessed Values in accordance with Measure 50 tax limitation requirements for thousands of new properties created each year. SPG is also responsible for the timely processing of tax roll corrections.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Accounts Reviewed and Processed for Current Tax Roll	9,870	8,500	9,000	9,000
Outcome	Taxable Market Value Re-established to the Tax Roll (in Millions of dollars)	\$1,255	\$750	\$750	\$750
Input	Total Exempt Accounts Monitored	32,404	34,000	34,500	34,000
Output	Total Number of Accounts Processed for Prior Tax Roll (roll corrections)	1,857	2,000	2,500	2,000

**Performance Measures Descriptions**

Oregon Revised Statute (ORS) requires all property to be valued according to market as accurate market values directly relate to the bonding capacity and general obligation bond tax rates for taxing districts. Specific property tax exemptions are allowed by law. Measurements indicate exempt and specially assessed properties are accurately assessed and tax rolls properly maintained.

## Legal / Contractual Obligation

Functions in this program are regulated under Oregon Revised Statutes (ORS) Chapters 92,205,294,305,306,307,308,308A,309,310 and 321 . Through the County Assessment Function Funding Assistance (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. According to the DOR, Multco's assessment and taxation staffing is adequate to meet ongoing statutory needs; however, DOR staffing guidelines are indicating a deficiency in recommended FTE within assessment areas including this unit.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$899,137	\$0	\$883,446	\$0
Contractual Services	\$1,720	\$0	\$1,800	\$0
Materials & Supplies	\$15,285	\$0	\$13,213	\$0
Internal Services	\$145,329	\$0	\$120,337	\$0
<b>Total GF/non-GF</b>	<b>\$1,061,471</b>	<b>\$0</b>	<b>\$1,018,796</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,061,471</b>		<b>\$1,018,796</b>	
<b>Program FTE</b>	7.90	0.00	7.25	0.00

Program Revenues				
Intergovernmental	\$231,772	\$0	\$171,163	\$0
<b>Total Revenue</b>	<b>\$231,772</b>	<b>\$0</b>	<b>\$171,163</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 15% 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 \$2,930,889, with \$171,164 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 2020: 72030-20 DART Property Assessment Special Programs

FTE decreased from 7.90 FTE in FY20 to 7.25 FTE in FY21; Increased Program Supervisor allocation by .20 FTE; Manager 2 position allocated .25 FTE for FY21. Removed .10 FTE allocation of Chief Appraiser position, which was reclassified to Manager 1 during FY20 and for FY21 moved from Residential & Special Programs to County Clerk Program 72025A and Customer Service Program 72024. Reclassified Tax Exemption Specialist (Vacant) to Data Analyst and moved to Program 72037 DART Application Support.

**Department:** County Management      **Program Contact:** John Botaitis  
**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 processing all taxable Business Personal Property returns received. Personal Property represents 3% 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 business Personal Property accounts. Oregon Revised Statutes require annual filings from businesses in the county, comprising more than 22,000 accounts. 13% 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.

Assessment technicians review returns for accuracy/completeness and select/apply appropriate depreciation factors. Technicians also conduct research and discovery of businesses and property omitted from the assessment roll. Appraisals are performed to defend values under appeal. This program assesses Personal Property accurately 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 more than 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. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Accounts Processed, Coded and Valued	16,229	27,000	16,000	16,000
Outcome	Assessed Value in Millions of Personal Property Value Placed on the Tax Roll	\$2,552	\$2,600	\$2,600	\$2,600
Efficiency	Percentage of Accounts Filing Electronically	11%	8%	10%	10%

### Performance Measures Descriptions

Last year some process improvement efforts lead to a decrease in the Number of Accounts Processed, Coded and Valued. The same number of assets were processed, and value remained as projected, but we decreased the number of accounts used to track leased assets. 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.

## 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. Current DART staffing is minimally adequate to perform statutory functions. Any reduction to this program may jeopardize the grant revenue.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$899,952	\$0	\$899,073	\$0
Contractual Services	\$14,050	\$0	\$12,115	\$0
Materials & Supplies	\$3,798	\$0	\$4,299	\$0
Internal Services	\$289,149	\$0	\$243,992	\$0
<b>Total GF/non-GF</b>	<b>\$1,206,949</b>	<b>\$0</b>	<b>\$1,159,479</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,206,949</b>		<b>\$1,159,479</b>	
<b>Program FTE</b>	7.25	0.00	7.00	0.00

Program Revenues				
Intergovernmental	\$212,549	\$0	\$165,009	\$0
<b>Total Revenue</b>	<b>\$212,549</b>	<b>\$0</b>	<b>\$165,009</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 15% 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 \$2,930,889, with \$165,009 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 2020: 72031-20 DART Personal Property Assessment

Moved .25 FTE Chief Appraiser position to Program Offer 72034 Residential Appraisal.



**Department:** County Management      **Program Contact:** John Botaitis  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

The Commercial/Industrial Appraisal Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing all commercial, multi-family, local and state industrial manufacturing plants, warehouses, bulk petroleum storage facilities and Port of Portland properties. This section represents approximately 31% of the total taxable assessed value.

### Program Summary

This program is responsible for maintaining Real Market and Maximum Assessed Value for approximately 19,693 commercial and multifamily accounts, 1,213 county and state appraised manufacturing accounts, 2,905 storage and distribution warehouse accounts, and 455 billboards. Manufacturers are required to file industrial property returns annually. This represents the annual audit and review of approximately 56,940 machinery, equipment and personal property assets as well as 444 bulk petroleum storage tanks.

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 properties within its purview are 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.

Performance is measured through the number of permits completed per year, and annual audits of machinery, equipment and personal property assets. Additional performance efficiency is achieved by converting valuation methodologies to income models, land tables and other automated calculation methods. Appraisers are prepared to defend values under appeal. These properties represent high-value accounts; loss on appeal can result in large tax refunds paid by taxing jurisdiction with interest.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	NUMBER OF INDUSTRIAL ASSETS VALUED;	58,596	49,500	50,000	50,000
Outcome	NEW TAXABLE REAL MARKET VALUE EXCEPTION (in millions of dollars)NEW EXCEPTION RMV VALUE IN MI	\$3,133	\$2,000	\$2,500	\$2,500
Efficiency	% OF ACCOUNTS ON AUTOMATED RECALCULATION: (Accounts Pointed To A Valuation Mc	16.4%	35%	20%	20%
Outcome	% MARKET GROUPINGS WITH COD COMPLIANCE; (Industrial/Commercial Neighborhoods by Ration Report	92%	85%	92%	92%

### Performance Measures Descriptions

Combining the Commercial & Industrial sections required an update of the measures. FY20 Budgeted Performance figures for measures 2 & 4 reflect prior year Commercial section estimates only, as this was not a measure for the Industrial section previously. The Coefficient of Dispersion (COD) is a primary measure of this. Failure to meet DOR standards can result in loss of the CAFFA grant and program control.

## Legal / Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and Oregon Administrative Rules regulate the assessment and property tax calculation process. Through the County Assessment Function Funding Assistance (CAFFA) Grant process described in ORS 294.175, the DOR determines an acceptable level of staffing. Current DART staffing is minimally adequate to perform statutory functions. Any reduction to this program may jeopardize the grant revenue.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,913,220	\$0	\$3,064,231	\$0
Contractual Services	\$1,675	\$0	\$2,525	\$0
Materials & Supplies	\$117,837	\$0	\$126,250	\$0
Internal Services	\$394,078	\$0	\$338,438	\$0
<b>Total GF/non-GF</b>	<b>\$3,426,810</b>	<b>\$0</b>	<b>\$3,531,444</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,426,810</b>		<b>\$3,531,444</b>	
<b>Program FTE</b>	22.75	0.00	22.50	0.00

Program Revenues				
Intergovernmental	\$667,025	\$0	\$531,077	\$0
<b>Total Revenue</b>	<b>\$667,025</b>	<b>\$0</b>	<b>\$531,077</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 15% 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 \$2,930,889, with \$531,077 allocated to DART Commercial & Industrial Property Appraisal Program. Remaining Program support is provided by General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2020: 72033-20 DART Commercial Property Appraisal

For FY2021, combined Program Offer 72032 DART Assessment Industrial, with Program Offer 72033 DART Commercial Property Appraisal and changed Program Name to "Commercial and Industrial Property Appraisal". Moved 8 positions from PO 72032 to PO 72033. Reallocated .25 FTE Chief Appraiser to Program Offer 72034 Residential Appraisal. Performance measures have been updated to reflect the unification of these two groups. Current Year Budgeted Performance figures for measures 2 & 4 reflect Commercial section estimates only as this was not a measure for the Industrial section previously.

**Department:** County Management      **Program Contact:** John Botaitis  
**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 property converted to commercial use, personal property floating and manufactured homes and all land specially assessed for use as farm, forest and open space. Residential Property represents approximately 60% 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 for 211,448 single family and two-four family properties; 37,617 condominiums; 4,870 manufactured homes; 1,896 floating properties; 2,717 farm/forest deferral properties; and 1,159 business accounts. A total of 36,306 permits were generated for FY2020 requiring filtering, review and processing. There are largely issued by local jurisdictions. Sale ratio is also used to identify those accounts with potential changes that could add exception value to accounts where no permit has been issued.

Under Measure 50, appraisal staff capture new value on behalf of taxing districts, beyond the statutorily required 3% increase, within the Maximum Assessed Value. Appraisals are also performed to defend values under appeal; 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Accounts Appraised	14,041	18,000	14,000	14,000
Outcome	New Taxable Real Market Value Exception (in millions of dollars)	\$1,084	\$750	\$800	\$800
Outcome	% Neighborhood with COD Compliance	100%	98%	100%	100%

### Performance Measures Descriptions

As noted in the summary, the conversion to the ORION database has had an impact on FY20 budgeted figure for measure 2. This is expected to stabilize in subsequent program offers. Oregon law requires property appraisals to be at 100% of Market Value as of January 1 of each year. The Coefficient of Dispersion (COD) is a key measure and Failure to meet standards can result in loss of CAFFA grant revenue.

## Legal / Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and Oregon Administrative Rules regulate the assessment and property tax calculation process. Through the County Assessment Function Funding Assistance (CAFFA) Grant process described in ORS 294.175, the DOR determines an acceptable level of staffing. Current DART staffing is minimally adequate to perform statutory functions. Any reduction to this program may jeopardize the grant revenue.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$4,693,354	\$0	\$4,742,358	\$0
Contractual Services	\$6,900	\$0	\$4,600	\$0
Materials & Supplies	\$132,650	\$0	\$128,780	\$0
Internal Services	\$690,063	\$0	\$585,176	\$0
<b>Total GF/non-GF</b>	<b>\$5,522,967</b>	<b>\$0</b>	<b>\$5,460,914</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$5,522,967</b>		<b>\$5,460,914</b>	
<b>Program FTE</b>	39.10	0.00	37.50	0.00

Program Revenues				
Intergovernmental	\$1,146,529	\$0	\$884,836	\$0
<b>Total Revenue</b>	<b>\$1,146,529</b>	<b>\$0</b>	<b>\$884,836</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 15% 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 \$2,930,889. Allocated \$884,835 to DART Residential Appraisal Program. Remaining Program support is from General Fund Revenues.

## Significant Program Changes

**Last Year this program was:** FY 2020: 72034-20 DART Residential Property Appraisal

Conversion to a new database, ORION, has had an impact on the current year budgeted figures for measure 2. This is a result of the conversion but is expected to stabilize in subsequent program offers. Reduced FTE from 39.10 in FY20 to 37.50 in FY21. Chief Appraiser position formerly .90 FTE in Residential Appraisal 72034 and .10 FTE in Special Programs 72030 in FY20, was reclassified to Manager 1 and transferred to County Clerk Program 72025A and Customer Service Program 72024. Added .50 FTE Allocation of remaining Chief Appraiser. Moved .20 FTE Supervisor position to Special Programs 72030. Reclassified A&T Technician 2 to HR Analyst 1 NR and moved to DART Admin Program 72023.

**Department:** County Management

**Program Contact:** Larry Steele

**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. 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 Applications 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 by developing data files for both internal and external customers. 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 and project management. The Program answers user questions, resolves problems, and provides advice on the effective use of the Division's business application systems.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Requests & Support Activities Completed	3,500	3,600	3,500	3,600
Outcome	% of Requests Associated with Program Revenue	4%	4%	4%	4%
Output	Tax Statement Production	347,139	N/A	332,536	335,000

### 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. Tax Statement Production numbers can fluctuate due to factors beyond the control of the Assessor.

## Legal / Contractual Obligation

Functions in this program are regulated under Oregon Revised Statutes (ORS) Chapters 92,205,294,305,306,307,308,308A,309,310 and 321 . Through the County Assessment Function Funding Assistance (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. According to the DOR, Multco's assessment and taxation staffing is adequate to meet ongoing statutory needs; however, DOR staffing guidelines are indicating a deficiency in recommended FTE within assessment areas including this unit.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$756,149	\$0	\$913,600	\$0
Contractual Services	\$3,475	\$0	\$9,500	\$0
Materials & Supplies	\$418,686	\$0	\$411,633	\$0
Internal Services	\$262,516	\$0	\$301,468	\$0
<b>Total GF/non-GF</b>	<b>\$1,440,826</b>	<b>\$0</b>	<b>\$1,636,201</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,440,826</b>		<b>\$1,636,201</b>	
<b>Program FTE</b>	5.40	0.00	6.25	0.00

Program Revenues				
Intergovernmental	\$158,142	\$0	\$147,424	\$0
Other / Miscellaneous	\$40,000	\$0	\$40,000	\$0
<b>Total Revenue</b>	<b>\$198,142</b>	<b>\$0</b>	<b>\$187,424</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 15% 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 \$2,930,889 with \$147,424 allocated to DART Applications Support program. Program revenue of \$40,000 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 2020: 72037-20 DART Applications Support

Increase of 0.85 FTE, from 5.40 FTE in FY20 to 6.25 FTE in FY21. Allocation of Manager Position reduced from .40 FTE to .25 FTE. A vacant position in DART Special Programs (72030) is being reclassified to a Data Analyst and moved to DART Application Support (72037). Reclassified two Data Analyst SR positions to Development Analyst to support the increased responsibilities of the new CAMA system.

**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 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 portfolio. The County's current inventory portfolio consists of approximately 210 properties. Less than 10% are properties with improvements or structures. Properties are disposed of at public sales, private sales, government transfers and donations to non-profits.

**Program Summary**

The County comes into ownership of real property generally once a year through the foreclosure of delinquent property tax liens. The tax foreclosed properties are deeded 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 make available for donation to governments or non-profits. Effective January 1, 2016, ORS 275.275 was amended to redirect the distribution of proceeds from sales, net of program 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Properties remaining in Tax Title Inventory	218	205	209	205
Outcome	Properties placed back on the tax roll & into community use	21	20	22	20
Outcome	Revenue credited to General Fund, Sub-Fund	\$1,626,119	\$1,212,674	\$100,000	\$100,000

**Performance Measures Descriptions**

The goal of the program is to first apply rigorous foreclosure avoidance measures and, if deeded, 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 and 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. County Code Chapter 7 states how tax foreclosures are to be managed and disposed.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$212,461	\$0	\$221,529	\$0
Contractual Services	\$1,370,074	\$0	\$257,400	\$0
Materials & Supplies	\$14,665	\$0	\$14,665	\$0
Internal Services	\$117,800	\$0	\$114,350	\$0
<b>Total GF/non-GF</b>	<b>\$1,715,000</b>	<b>\$0</b>	<b>\$607,944</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,715,000</b>		<b>\$607,944</b>	
<b>Program FTE</b>	1.60	0.00	1.60	0.00

Program Revenues				
Fees, Permits & Charges	\$100	\$0	\$100	\$0
Taxes	\$9,300	\$0	\$9,300	\$0
Other / Miscellaneous	\$1,704,000	\$0	\$598,108	\$0
Interest	\$1,600	\$0	\$1,600	\$0
<b>Total Revenue</b>	<b>\$1,715,000</b>	<b>\$0</b>	<b>\$609,108</b>	<b>\$0</b>

## Explanation of Revenues

The Program is financially self sustaining. Program revenues include contract principle \$9,300 and interest estimated \$1,600 from contracts and repurchases of tax foreclosed properties. Sales of Tax Foreclosed Properties (public sales, auctions, repurchases, and private sales) are estimated at approximately \$598,380 for FY21. Fees of \$100 are for late fees on contract payments per County Fee Ordinance. Prior to deeding property to Multnomah County, the program directs a rigorous foreclosure avoidance outreach. If foreclosure avoidance efforts are successful it can significantly reduce the number of properties deeded to, and subsequently sold by, Multnomah County. Successful mitigation efforts substantially reduced the FY20 revenue estimate. The FY21 revenue estimate reflects the likelihood of continued success in the program's foreclosure avoidance efforts. If the program's revenues exceed the 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 2020: 72038-20 DART Tax Title



**Department:** County Management

**Program Contact:** Brian Smith

**Program Offer Type:** Existing Operating Program

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Construction Diversity and Equity Fund program ensures that County construction projects support a diverse local workforce and provides suppliers a fair opportunity to compete for county contracts regardless of owner ethnicity, gender, disability or firm size. The program strengthens the County's commitment to increasing diversity, equity and opportunity in our workforce and business community.

**Program Summary**

Jobs in the fields of construction, professional services and contracting are stable, family wage jobs, but as a result of a history of discrimination and other barriers, jobs in these fields have not been equally available to all people. Through the Construction Diversity and Equity Fund (CDEF) program, the County sets aside one percent (1%) of the County Construction Cost and one percent (1%) of other funds' Construction Costs (when permitted by other funding entities) into the CDEF. In addition, any liquidated damages assessed by the County for Workforce Training & Hiring (WFTH) non-compliance on projects subject to the WFTH program shall be placed in the CDEF.

The CDEF program supports three initiatives, (1) the development of a diverse, local construction workforce through support of Bureau of Labor and Industries (BOLI) certified pre-apprenticeship programs, (2) support and retention services for new employees to the workforce, and (3) technical assistance, mentoring and training for suppliers (businesses) in the fields of construction-related professional services or contracting that have been certified by the Oregon Certification Office for Business Inclusion and Diversity, aka COBID-Certified Firms.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of workers served in BOLI Pre-Apprenticeship Programs	N/A	15	15	15
Outcome	Number of workers able to maintain employment due receiving direct support and retention services.	N/A	30	30	30
Output	Number of COBID Certified firms receiving technical assistance, mentoring, and training.	N/A	30	30	30

**Performance Measures Descriptions**

## Legal / Contractual Obligation

Multnomah County Board Resolution No.2018-024 - Resolution Approving Amendments to Public Contract Review Board Rules Division 60 on Equal Opportunity in Public Contracting, Effective July 1, 2018

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$100,000	\$0	\$110,000	\$0
<b>Total GF/non-GF</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$110,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$100,000</b>		<b>\$110,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$100,000	\$0	\$110,000	\$0
<b>Total Revenue</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$110,000</b>	<b>\$0</b>

## Explanation of Revenues

The CDEF program is funded by two sources. The first is Liquidated Damages assessed by the County for Workforce Training & Hiring (WFTH) non-compliance on projects subject to the WFTH program. The second is one percent of the general fund County Construction Cost of each Construction Project, and one percent of other fund's Construction Cost, when permitted by other funding entities participating in funding the Construction Project. The budget in the current fiscal year consists of funds collected from these two sources in the previous fiscal year.

## Significant Program Changes

Last Year this program was: FY 2020: 72044-20 Construction Diversity and Equity

**Department:** County Management      **Program Contact:** Heather Drake  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Adopted  
**Related Programs:** 72022 - Workday Support - Central Human Resources  
**Program Characteristics:**

**Executive Summary**

This is the base program offer, which was funded in FY20 with a combination of on-going General Funds and One Time Only funding. Workday was implemented in January 2019 as part of the County's enterprise resource planning system (ERP). Workday is designed to be managed and supported by business operational staff in Central Finance. The ERP Finance Support team provides strategic and operational leadership and maintains, troubleshoots, and enhances Workday finance functionality to help the County use the ERP system to its fullest potential.

**Program Summary**

The ERP Finance Support team maintains, troubleshoots, and enhances Workday finance functionality to help the County use the ERP system to its fullest potential. This program supports planning, design, build, and testing of Workday configuration and custom reports. It maintains the system's foundational financial master data. It includes a variety of learning support services that range from responding to individual end user questions to preparing online self-service learning materials to delivering classroom training sessions. It supports active participation in the larger Workday Community and direct advocacy with Workday for functionality enhancements that would benefit County operations.

Workday functionality supported by this program offer includes: Allocations, Banking and Settlement, Business Assets, Customer Accounts (Accounts Receivable), Facilities Tasks, Financial Accounting, Grants Management, Inventory, Master Data, Procurement, Projects, Project Assets, and Supplier Accounts (Accounts Payable).

The ERP Finance Support team performs the following key functions:

- (1) Analyze, design, build, test, configure, and provide learning support for all changes made to the existing system configuration, including features from mandatory, twice-yearly Workday system updates.
- (2) Maintain ERP's foundational financial master data.
- (3) Maintain system business processes and security approach to establish internal controls over finance transaction processing.
- (4) Create new custom reports and maintain existing custom reports.
- (5) Meet regularly with finance stakeholder groups to share and prioritize new functionality in upcoming Workday releases, provide ongoing learning support to all County finance users, and determine how to better meet business needs.
- (6) Work collaboratively with Information Technology, Marketplace, Questica, TRIRIGA, and Workday HCM support teams on technical issues and solutions.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of customer tickets processed	N/A	N/A	1,200	1,200
Outcome	Percent of features in mandatory, twice-yearly Workday updates analyzed, tested, successfully configured	N/A	N/A	> 95%	> 95%
Output	Number of learning support sessions provided	N/A	N/A	23	27

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$674,940	\$0	\$612,810	\$0
Contractual Services	\$50,000	\$0	\$0	\$0
Materials & Supplies	\$87,585	\$0	\$11,627	\$0
Internal Services	\$61,000	\$0	\$43,912	\$0
<b>Total GF/non-GF</b>	<b>\$873,525</b>	<b>\$0</b>	<b>\$668,349</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$873,525</b>		<b>\$668,349</b>	
<b>Program FTE</b>	4.00	0.00	3.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Program Supported by \$673,911 Ongoing General Fund Revenue

Significant Program Changes

Last Year this program was: FY 2020: 72046-20 Workday Support - Finance

FY20 program supported by \$625,000 on-going General Fund Revenue and \$248,525 of One Time Only Revenue. This Program Offer has been changed to represent the expenditures currently funded by on-going General Fund revenue only. Program Offer 72046B has been created to seek on-going revenue for the expenditures previously funded with One Time Only Revenue.

Reclassified 1.0 FTE From a Business Analyst Senior to a Finance Manager to manage the staff in the program.

**Department:** County Management                      **Program Contact:** Heather Drake  
**Program Offer Type:** Existing Operating Program                      **Program Offer Stage:** As Adopted  
**Related Programs:** 72022 - Workday Support - Central Human Resources  
**Program Characteristics:**

**Executive Summary**

This program offer supplements the base program offer, requesting on-going General Fund revenue, to replace the current One Time Only funding. Workday was implemented in January 2019 as part of the County's enterprise resource planning system (ERP). Workday is designed to be managed and supported by business operational staff in Central Finance. The ERP Finance Support team provides strategic and operational leadership and maintains, troubleshoots, and enhances Workday finance functionality to help the County use the ERP system to its fullest potential.

**Program Summary**

The ERP Finance Support team maintains, troubleshoots, and enhances Workday finance functionality to help the County use the ERP system to its fullest potential. This program supports planning, design, build, and testing of Workday configuration and custom reports. It maintains the system's foundational financial master data. It includes a variety of learning support services that range from responding to individual end user questions to preparing online self-service learning materials to delivering classroom training sessions. It supports active participation in the larger Workday Community and direct advocacy with Workday for functionality enhancements that would benefit County operations.

Workday functionality supported by this program offer includes: Allocations, Banking and Settlement, Business Assets, Customer Accounts (Accounts Receivable), Facilities Tasks, Financial Accounting, Grants Management, Inventory, Master Data, Procurement, Projects, Project Assets, and Supplier Accounts (Accounts Payable).

The ERP Finance Support team performs the following key functions:

- (1) Analyze, design, build, test, configure, and provide learning support for all changes made to the existing system configuration, including features from mandatory, twice-yearly Workday system updates.
- (2) Maintain ERP's foundational financial master data.
- (3) Maintain system business processes and security approach to establish internal controls over finance transaction processing.
- (4) Create new custom reports and maintain existing custom reports.
- (5) Meet regularly with finance stakeholder groups to share and prioritize new functionality in upcoming Workday releases, provide ongoing learning support to all County finance users, and determine how to better meet business needs.
- (6) Work collaboratively with Information Technology, Marketplace, Questica, TRIRIGA, and Workday HCM support teams on technical issues and solutions.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of customer tickets processed	N/A	N/A	400	400
Outcome	Percent of features in mandatory, twice-yearly Workday updates analyzed, tested, successfully configured	N/A	N/A	> 95%	> 95%
Output	Number of learning support sessions provided	N/A	N/A	7	8

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$180,073	\$0
Contractual Services	\$0	\$0	\$50,000	\$0
Materials & Supplies	\$0	\$0	\$28,086	\$0
Internal Services	\$0	\$0	\$14,638	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$272,797</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$272,797</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Program Supported by \$272,797 Ongoing General Fund Revenue

Significant Program Changes

Last Year this program was: FY 2020: 72046-20 Workday Support - Finance

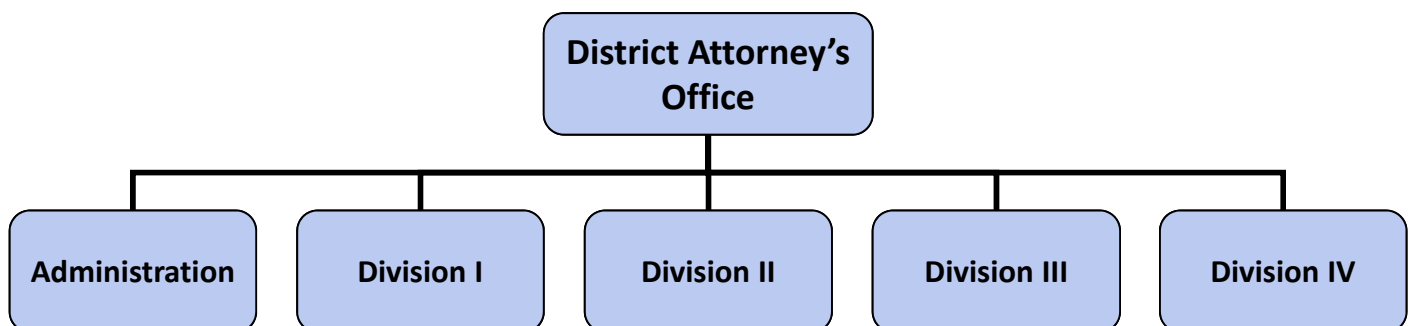
FY20 program supported by \$625,000 on-going General Fund Revenue and \$248,525 of One Time Only Revenue. This Program Offer is requesting on-going General Fund revenue for expenditures previously funded with One Time Only funding.

## Department Overview

The Multnomah County District Attorney's Office (MCDA) strives to provide fair, equitable, and unbiased services. Prosecution services are the cornerstone of any effective public safety system. MCDA reviews and prosecutes criminal cases referred by police agencies within the County as well as several other important functions such as its work surrounding child support services. The Office collaborates with numerous partner agencies in pursuit of resources and services to obtain better outcomes for the community.

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, fair, and just sanctions for offenders who engage in criminal activity. What follows are some of MCDA's guiding principles:

- To enforce the rule of law by providing fair, equitable, and unbiased prosecution services. MCDA acknowledges historical and current racial disparities in criminal justice and endeavors to reduce the negative impacts of criminal justice involvement and its collateral consequences.
- To be responsive to the needs to the 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 effect positive change by looking at and developing new and innovative programs, best practices, and data to study and improve upon outcomes such as recidivism, restitution identification and procedural fairness.
- To find ways at 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 2021 Adopted budget for the District Attorney's Office (MCDA) is \$38.7 million, a \$3.3 million increase from the FY 2020 budget. The FY 2021 budget is comprised of 79.8% General Fund and 20.2% Other Funds.

The General Fund increased by \$2.5 million (8.7%) and had a net decrease of 2.85 FTE. The budget increase is largely due to increased personnel and internal service costs. Personnel costs, which represent 82.7% of MCDA's General Fund expenses, increased by \$1.5 million due to factors such as inflation and market adjustments in the Prosecuting Attorneys Association's most recent collective bargaining agreement. These factors were slightly mitigated by the non-represented wage freeze totaling \$156,518, which involved a freeze on the Cost of Living Adjustment for all non-represented positions and a freeze on merit increases for non-represented positions earning over \$100,000. A \$0.9 million internal service cost increase is largely attributable to the new Downtown Courthouse.

The FY 2021 Proposed budget for MCDA included a General Fund increase of \$2.9 million and a net increase of 0.15 FTE. However, the Board made reductions in the Adopted budget as part of public safety reform efforts. To this effect, the budget was decreased by \$406,281 and 3.00 FTE:

- 1.00 FTE Deputy District Attorney in the Misdemeanor Trial Unit (15202A) \$175,000
- 1.00 FTE Deputy District Attorney and 1.00 FTE Office Assistant in Pretrial (15204B) \$231,281

Other Funds increased by \$0.9 million (12.6%), primarily due to increased Victims of Crime Act funding, a grant related to the Sexual Assault Kit Initiative, a Violence Against Women Act (VAWA) grant, and an increase in specialty court funding. The majority of the Other Funds increase supports personnel, with a net increase of 2.87 FTE from FY 2020.

The FY 2021 General Fund allocation includes \$71,319 in ongoing funding for a Domestic Violence DDA – VAWA (15102B) to support 0.40 FTE, with the remaining funding for the full-time position coming from a Federal grant.

The FY 2021 General Fund allocation also includes \$40,000 in one-time-only funding for SB 1008 Evaluations (15017). A list of programs funded as one-time-only can be found in the Budget Director's message.

Budget Trends	FY 2019	FY 2020	FY 2020	FY 2021	Difference
	Actual	Current Estimate	Adopted Budget	Adopted Budget	
Staffing FTE	207.45	197.18	195.18	195.20	0.02
Personnel Services	\$28,163,519	\$29,107,775	\$29,063,285	\$31,321,825	\$2,258,540
Contractual Services	1,442,543	1,104,229	1,126,764	1,200,313	73,549
Materials & Supplies	1,280,854	994,907	1,002,150	1,073,215	71,065
Internal Services	3,324,673	4,103,075	4,103,075	5,038,111	935,036
Capital Outlay	<u>10,248</u>	<u>40,950</u>	<u>45,000</u>	<u>45,000</u>	<u>0</u>
<b>Total Costs</b>	<b>\$34,221,837</b>	<b>\$35,350,936</b>	<b>\$35,340,274</b>	<b>\$38,678,464</b>	<b>\$3,338,190</b>

Due to the transition to a new ERP system, some services are now budgeted in different ledger categories.



## Successes and Challenges

**Successes:** As the largest district attorney's office in Oregon, representing Oregon's most populous county, the Multnomah County District Attorney's Office frequently partners with public safety officials locally, statewide, and nationally to work on enacting sound public safety policies and laws that reflect the desires of the community and increase confidence, fairness, efficiency, and effectiveness system-wide.

Here are some highlights from FY 2020:

- The Office continues to lead a significant and positive change of its public safety and court response to individuals experiencing abuse or addiction issues related to the use of controlled substances through the Treatment First and LEAD programs.
- The Multnomah County Justice Reinvestment Program (MCJRP) continues to be one of the most innovative programs in the country. The County continues to use substantially less prison (reduction of around 40% in the first four years) than before the program's existence. Further, there continues to be an 8% decrease in recidivism for MCJRP participants (versus comparison group) during a two-year time frame.
- Having led a multi-jurisdictional effort to test more than 3,000 previously untested sexual assault kits in Multnomah, Marion, Lane, and several other counties, MCDA announced on December 4, 2019, the 12th indictment resulting from that effort.
- Victim advocates assisted about 3,000 victims of crimes.
- Continuing a history of success, the Child Support Enforcement Division collected over \$30 million in child support, all of which went to helping households in Multnomah County.

**Challenges:** The criminal justice system continues to face racial and ethnic disparities in the community. MCDA is dedicated to continuing its work to eliminate those disparities through thoughtful, data-driven, and coordinated policy adjustments. MCDA is grateful that last year the County funded a dedicated data research and analysis position to assist the Office in its work. It was a great first step toward establishing the team needed to do this work. Careful and accurate accumulation of important data is critical, but MCDA needs analysis capacity to understand the data and make practice or policy changes to assist it in obtaining desired outcomes.

Continuing reductions in staff and co-occurring additional obligations, many of which result in better work and outcomes, have placed an enormous strain on MCDA's capacity to perform all of its duties, obligations, functions, and desires. Several years of staff reductions now reflect that attorney to population rates are at a generational low and well below national staffing standards. Further reductions and/or unfunded, or underfunded, additional responsibilities incurred will likely result in significant negative impacts to public safety and to community and system partners.

### Diversity, Equity, and Inclusion

The Multnomah County District Attorney's Office continues to be fully committed to workplace diversity and equity. The Office provides 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 work with full awareness of the ways in which the justice system impacts different people and populations.

In 2013, MCDA initiated an internal employee workgroup named the Equity, Dignity and Opportunity Council (EDOC). This group of twelve 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 such as the “Red Door Project: Hands Up Portland,” “Gender Bias in the Workplace,” “Trauma Informed Practices in the Criminal Justice System,” “Equity, Diversity, and Trauma Informed Practice,” “The Science of Bias,” and “The Privilege Walk.” Further, EDOC considers workplace initiatives and presents equity issues for internal review, discussion, and solution.

As of February 2019, MCDA's Equal Employment Opportunity (EEO) information shows that of the 73 deputy district attorneys, 49% are female and 32% are minorities. The percentage of minority non-attorney staff is 34%. Additionally, employee data show of MCDA's eight investigators, five (or 63%) identify as minority. Six of twelve (50%) MCDA victim advocates identify as minority. MCDA's victim advocates, investigators, and others 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. This includes being mindful of cultural sensitivities, producing written materials in several languages, and using interpreters and translation services.

### Budget by Division

Division Name	FY 2021 General Fund	Other Funds	Total Division Cost	Total FTE
Administration	\$8,034,829	\$0	\$8,034,829	30.55
Division I	6,353,424	4,307,403	10,660,827	53.60
Division II	8,283,266	0	8,283,266	46.10
Division III	7,008,280	1,479,259	8,487,539	40.95
Division IV	<u>1,174,219</u>	<u>2,037,784</u>	<u>3,212,003</u>	<u>24.00</u>
<b>Total District Attorney's Office</b>	<b>\$30,854,018</b>	<b>\$7,824,446</b>	<b>\$38,678,464</b>	<b>195.20</b>

### 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:

- Management Services - The District Attorney and the senior management team.
- Administrative Services - Provides office management functions, sets office policy, and ensures compliance with rules and laws.
- Information Technology - Supports desktop computer systems, software applications, and servers; maintains the document management system and the juvenile and adult case management systems; and provides data analysis.
- Finance/Human Resources - Manages all accounts payable/receivable, general ledger, petty cash, travel and training arrangements, fiscal reporting, budget preparation, grant reporting/monitoring, purchasing, contracts, recruitment, retention, payroll, and benefits administration.
- 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 Gresham Police Department (GPD) is currently in the process of equipping their officers with body-worn cameras. With a small handful of exceptions, GPD patrol officer body-worn cameras were fully deployed by March 12, 2020. As of mid-April 2020, 73 cameras are in the field. An additional 56 cameras remain to be deployed to command staff, school resource officers, detectives, gang enforcement, and traffic. Experience and historical analysis from jurisdictions in which body-worn camera programs have been implemented show that the data received by prosecutors is voluminous. The Office estimates that once all cameras are online, the three agencies currently generating body-worn camera footage (GPD, Portland State University, and the Oregon State Police) will send MCDA an average of 17 hours of video evidence every business day. Deputy district attorneys must review the evidence and non-lawyer staff must duplicate the evidence and provide it to defense attorneys. Conservative estimates, culled from surveys of other jurisdictions, reveal an estimated increase in work (and personnel costs) ranging from 3% to 10%.

### Division I

Division I works to protect survivors of domestic violence and their families, protect children who are victims of sexual and physical abuse and neglect, prosecute crimes involving these victims, including homicides, and strengthen services for children and families in Multnomah County.

- Domestic Violence Unit – Prosecutes crimes of domestic violence, including misdemeanors, felonies, homicides, and violation of restraining orders, while engaging government and community partners to secure the safety of survivors of domestic violence and their families.
- MDT Child Abuse Team – Prosecutes felony crimes of physical and sexual abuse of children and, when appropriate, protects the same abused and or neglected children, as well as other seriously endangered children, by advocating for child safety via dependency in Juvenile Court.
- Juvenile Court Trial Unit – Prosecutes criminal conduct by juveniles ranging from misdemeanors to felonies to homicides. This unit advocates for child safety and increasing parental capacity via limited dependency. This unit no longer assists in freeing children from critically unsafe parents through adoption.
- Child Support Enforcement – Establishes and enforces child support and medical support orders.

### Significant Changes

For decades, the Juvenile Court Trial Unit had performed three primary functions: 1) prosecution of juvenile criminal cases (juvenile delinquency), 2) protecting children via juvenile dependency, and 3) freeing children for adoption when efforts to keep a family intact are exhausted (Termination of Parental Rights or TPR). Historically, dependency and TPR programs in the County had been partially funded by the State.

On July 1, 2019, the Department of Human Services (DHS) redirected State and Federal funds from MCDA to pay lawyers at the Oregon Department of Justice to represent DHS in all TPR and dependency matters in Multnomah County. Although MCDA no longer is involved in TPR, MCDA continues to be involved in some juvenile dependency cases. The FY 2020 budget partially backfilled some of the overall funding reductions, which allowed the Juvenile Court Trial Unit to continue both delinquency and dependency functions, albeit in a reduced role. The dependency function is reduced to limited proactive dependency.

Due to reduced funding in FY 2020, the Juvenile Court Trial Unit lost six deputy district attorneys. Additionally, the County's child abuse prevention system no longer has co-housed DHS, prosecutors, and law enforcement to coordinate child protection efforts. Established in the 1990s and recognized around the State and internationally, this model has ceased to exist in the County. On January 1, 2020, SB 1008 also added additional deputy district attorneys and victim advocate responsibilities to this unit.

## Division II

Division II consists of approximately 24 attorneys in Unit C, the Misdemeanor Trial Unit and the Pretrial Unit.

- Unit C is a felony trial unit responsible for prosecuting a variety of very serious and mid-level felony crimes including homicides, robberies, weapons offenses, gang crimes, vehicular homicides, vehicular assaults, arson, residential burglaries, and felony animal abuse.
- The Misdemeanor Trial Unit prosecutes all misdemeanor crimes except those involving domestic violence. These misdemeanor crimes include offenses such as driving under the influence of intoxicants (DUII), resisting arrest, assault, sex abuse, theft, prostitution, stalking, trespass, strangulation, and disorderly conduct. Cases handled by the Misdemeanor Trial Unit are either diverted into a specialty court program, such as Community Court or Treatment First, or they are set for trial.
- The Pretrial Unit is responsible for reviewing and issuing all misdemeanor cases other than those involving domestic violence. Pretrial attorneys also handle all 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.

## Significant Changes

In FY 2021, Division II's budget is reduced by two deputy district attorneys and one office assistant.

The Multnomah County District Attorney's Office reorganized in 2019 in order to more efficiently and effectively prosecute misdemeanor crimes. As a result, the Pretrial Unit has absorbed the functions and duties the Misdemeanor Intake Unit, which no longer exists as a stand-alone program offer. The Strategic Prosecution and Services Unit supervisory duties have shifted to the Division III Chief Deputy District Attorney.

### Division III

Division III is comprised of three units: Unit A/B and Human Trafficking, Unit D, and Neighborhood/Strategic Prosecution/MCJRP.

- Unit A/B and Human Trafficking - The majority of drug and property offenders receive supervision and treatment for addiction and mental health rather than prison through the Multnomah County Justice Reinvestment Program (MCJRP). The STOP and START programs, LEAD, and Treatment First are also administered through this Unit.
- Unit D – Works with victims of violent crimes and survivors of sexual assault. It prosecutes aggravated murder, criminal homicide, rape and other sex crimes, felony assault, kidnapping, sex offenses, and official misconduct. When appropriate, and in consultation with victims, offenders are diverted from prison into court supervised and community based treatment programs.
- Neighborhood/Strategic Prosecution/MCJRP Collaborates and problem solves neighborhood livability and quality of life issues with partners including individual community members, advocates, community groups, and neighborhood and business associations.
- Post-Conviction Unit – Reviews claims of actual innocence and wrongful conviction to ensure that an individual's rights are safeguarded.

### Significant Changes

In 2019, Unit A (property) and Unit B (drugs) merged along with the Human Trafficking Task Force in order to achieve efficiencies and to balance caseloads among the prosecutors. Other than high level dealers distributing heroin and methamphetamine and certain repeat property offenders, the majority of offenders in this combined unit receive treatment based supervision rather than prison sentences.

### Division IV

Division IV is comprised of two units: the Victims Assistance Program and Investigations. The primary goal of the Victim Assistance Program and Restitution Recovery Program is to make the criminal justice system more responsive to individual citizens, particularly to victims of crime.

The Investigations Unit provides support in criminal prosecutions, which directly affects the lives and safety of children, teens, families, LGBTQ, houseless, and other vulnerable populations that have been victims of crime in Multnomah County. Investigators perform all of the duties and critical tasks needed to support deputy district attorneys and to help them protect the community and hold defendants accountable.

Program Summary:

- Victims Assistance Program – Assists victims of crime with crisis response, safety planning, 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

Expansion of services to youth and minor victims of sex trafficking through the Victims of Crime Act (VOCA) Human Trafficking grant. Increasing ability to provide specialized trainings and assist Multnomah County Sex Trafficking Collaborative (MCSTC).

- Through additional VOCA funding, MCDA's program was able to increase advocacy and restitution services provided to victims on cases with juvenile offenders. This includes a designated advocate who established a closer working relationship with schools and Title IX coordinators.
- Detailed planning, training, and preparation for a mass casualty event. This includes formation of an internal MCDA team for response, joining with Multnomah County Emergency Management in its efforts to create a countywide plan for family reunification. MCDA's efforts include working with surrounding counties, state, and federal partners in creating a comprehensive response plan.
- The chief investigator is a member of the Multnomah County Threat Assessment Team (MCTAT), a multi-disciplinary team of professionals from local, state, and federal law enforcement; mental health organizations; and local universities and community colleges. MCTAT identifies and helps manage threats against organizations and members of the community.
- One investigator was assigned to the Body Worn Camera Unit, established in October 2019, which supports the goals of increased transparency and police accountability as well as providing enhanced community protection.

### 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 2021 General Fund	Other Funds	Total Cost	FTE
<b>Administration</b>					
15000	Management Services	\$1,320,034	\$0	\$1,320,034	7.00
15001	Administrative Support Services	2,139,345	0	2,139,345	3.00
15002	Information Technology	2,515,943	0	2,515,943	6.00
15003	Finance/Human Resources	653,803	0	653,803	5.00
15004	Records/Discovery	923,463	0	923,463	7.05
15012A	Body Worn Cameras - Gresham	235,310	0	235,310	1.50
15013	MCDA Research & Planning Unit	206,931	0	206,931	1.00
15017	SB1008 Evaluations	40,000	0	40,000	0.00
<b>Division I</b>					
15100	Division I Administration	506,783	0	506,783	1.00
15101A	Juvenile Court Trial Unit	1,037,672	0	1,037,672	6.00
15101B	Juvenile Dependency and Delinquency	679,616	0	679,616	3.00
15102A	Domestic Violence Unit	1,814,584	128,159	1,942,743	10.60
15102B	Domestic Violence DDA - VAWA	71,319	0	71,319	0.40
15103	MDT - Child Abuse Unit	1,257,131	970,804	2,227,935	7.00
15104	Child Support Enforcement	986,319	3,208,440	4,194,759	25.60
<b>Division II</b>					
15200	Division II Administration	724,681	0	724,681	1.00
15201	Unit C	2,674,407	0	2,674,407	12.00
15202A	Misdemeanor Trial Unit	1,753,360	0	1,753,360	11.00
15202B	Civil Commitment - Deputy District Attorney (1.00 FTE)	156,405	0	156,405	1.00
15204A	Pretrial	2,974,413	0	2,974,413	21.10
<b>Division III</b>					
15300	Division III Administration	382,016	0	382,016	1.00
15301	Unit A/B - Property/Drugs/Human Trafficking	3,577,011	155,655	3,732,666	20.50
15304	Unit D - Violent Person Crimes	1,892,279	289,896	2,182,175	9.00
15308	Neighborhood DA Program / MCJRP	1,156,974	1,033,708	2,190,682	10.45



# District Attorney's Office

fy2021 adopted budget

Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
<b>Division IV</b>					
15400	Division IV Administration	234,782	0	234,782	1.00
15401A	Victims Assistance Program	383,907	1,566,745	1,950,652	16.00
15401C	Victims Assistance Program - Victim Advocate (1.00 FTE)	102,361	0	102,361	1.00
15402	Investigations	<u>453,169</u>	<u>471,039</u>	<u>924,208</u>	<u>6.00</u>
<b>Total District Attorney's Office</b>		\$30,854,018	\$7,824,446	\$38,678,464	195.20

\*The above amounts include the non-represented wage freeze, which is a freeze on the Cost of Living Adjustment for all non-represented positions and a freeze on merit increases for non-represented positions earning over \$100,000. The wage freeze resulted in \$156,518 of General Fund savings and \$14,444 Other Funds savings. The Other Funds reduction was offset by an increase in other personnel expenditures so that the total appropriations remained unchanged.

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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 executive staff provide the leadership, vision, policies, resource allocation, oversight, and direction for the Multnomah County District Attorney's Office. The DA leads and monitors daily operations and directs related work with local law enforcement agencies, social service agencies, and addresses public and private concerns to ensure the organization is operating at its maximum efficiency in service to the community.

### Program Summary

The District Attorney (DA) and executive staff are responsible for leadership around public relations, policy direction, long and short-range planning, internal human and labor relations and oversight of daily operations. As the largest district attorney's office in the State of Oregon, representing Oregon's most populous county, the DA frequently partners with public safety officials locally, statewide and nationally to work on enacting sound public safety policies, practices and laws which reflect the desires of the community and increase responsible transparency, confidence, fairness, efficiency and effectiveness system-wide. The office oversees administrative functions that support our law-related direct service work.

The DA represents the office to public safety peers, works with legislators and state law enforcement leaders, and provides assistance and leadership for statewide and national district attorney matters. The DA is the ultimate authority responsible for prosecution of crime. The DA and staff meet with county, city and state legislators dozens of times each year to discuss pending policy and legislation and often help draft legislation around criminal justice. The DA serves as the executive sponsor for the Equity Dignity Opportunity Council (EDOC), an internal workgroup which meets to advance the equity conversation, policy making and practice within the office and beyond. This year the EDOC is expanding its work to include the objectives of the Workforce Equity Strategic Plan.

The office initiates and oversees Continuing Legal Education (CLE) sessions attended by attorney personnel internal and external to the DA's Office.

In addition to the DA, this unit includes a first assistant to the district attorney, two administrative managers, and three staff assistants, who provide support for the DA and senior management.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total number of all staff communications	65	65	117	120
Outcome	Total number of cases received	19,916	19,789	19,555	19,555

### Performance Measures Descriptions

"Total number of cases received" is a new performance measure this year, as it more accurately represents the actual work performed than the previously reported "cases resolved".

For additional MCDA Budget Information:

<https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

## 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): 8.850. 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,134,048	\$0	\$1,298,434	\$0
Materials & Supplies	\$19,100	\$0	\$21,600	\$0
<b>Total GF/non-GF</b>	<b>\$1,153,148</b>	<b>\$0</b>	<b>\$1,320,034</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,153,148</b>		<b>\$1,320,034</b>	
<b>Program FTE</b>	6.00	0.00	7.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2020: 15000-20 Management Services

A Staff Assistant position (Communications Director) at 1.00 FTE is added to the program.

**Department:** District Attorney

**Program Contact:** Jodi Erickson

**Program Offer Type:** Support

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

Administration support provides assistance in person and over the phone for victims, witnesses, defense attorneys, court and law enforcement personnel, and the general public in navigating the criminal justice system. This program coordinates and distributes all interoffice and U.S. Mail for the Multnomah County District Attorney's Office, provides clerical support for multiple deputy district attorneys, maintains records for internal, state, and nationwide data systems.

**Program Summary**

**Main Office Reception:** Administrative staff are the main reception for Multnomah County District Attorney's Office. Staff guide victims and witnesses on proper signing of subpoenas; they calculate mileage for reimbursement along with witness fee payments. One position provides Spanish translation in-person and over the phone for victims and witnesses and is also responsible for a Spanish language only message box. Staff provide a welcoming atmosphere for an average of 22 people who walk into the office each day, in addition to an average of 130 daily phone calls. These numbers include the general public, victims and witnesses, law enforcement or other public safety personnel, defendants, defense attorneys, legislators and other elected officials visiting the office. Staff coordinate mail service for the entire office, including handling and routing an average of 166 letters and packages each day. This program retrieves and disburses probation violation administrative sanction reports, enters discovery fees received on each case into CRIMES, profiles e-recog sheets, maintains phone lists for entire office, schedules conference room reservations for the entire office, and are facilities liaisons for sixth floor. Staff are trained in safety and confidentiality, in accordance with office and county legal and ethical requirements. The staff answer phones from 7:30 AM to 5:30 PM five days-a-week.

**Legal assistant functions include:** Assisting victims seeking restitution for any loss incurred, and extensive communication with victims and witnesses regarding trials, hearings, and meetings. They provide clerical support for trial units to include data entry, file preparation, and tracking domestic violence, sexual assault, and mental health cases. Staff assist deputy district attorneys with legal documents and running records affecting the issuance of Treatment First, LEAD (Law Enforcement Assisted Diversion), START (Success through Accountability, Restitution, and Treatment) and MCJRP (Multnomah County Justice Reinvestment Program) cases. They process subpoenas, close files, and maintain scrupulous desk notes.

Administrative expenses such as bar dues for deputy district attorneys, courier services, facilities charges associated with the Central Courthouse are also included in this program offer.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Witness (Subpoena) Fees paid	830	1,120	772	900
Outcome	Amount paid in Witness (Subpoena) Fees	\$6,639	\$8,500	\$13,278	\$8,500

**Performance Measures Descriptions**

For additional MCDA Budget Information:

<https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$644,182	\$0	\$286,211	\$0
Contractual Services	\$60,000	\$0	\$82,200	\$0
Materials & Supplies	\$170,000	\$0	\$176,000	\$0
Internal Services	\$863,676	\$0	\$1,594,934	\$0
<b>Total GF/non-GF</b>	<b>\$1,737,858</b>	<b>\$0</b>	<b>\$2,139,345</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,737,858</b>		<b>\$2,139,345</b>	
<b>Program FTE</b>	3.00	0.00	3.00	0.00

Program Revenues				
Other / Miscellaneous	\$591,376	\$0	\$827,829	\$0
<b>Total Revenue</b>	<b>\$591,376</b>	<b>\$0</b>	<b>\$827,829</b>	<b>\$0</b>

## Explanation of Revenues

Departmental Indirect Revenues come from the following grants:

Child Support Enforcement, \$ 477,774

Victims of Crime Act (VOCA), \$203,592

Bureau of Justice Assistance – Sexual Assault Kit Elimination, \$48,481

Child Abuse Multidisciplinary Intervention Grant (CAMI), \$42,633

Justice Reinvestment Grant Program (HB 3194), \$32,960

Violence Against Women Act (VAWA) Competitive Formula Grant, \$17,093

Criminal Justice Commission Specialty Court Grant Program, \$5,296

## Significant Program Changes

**Last Year this program was:** FY 2020: 15001-20 Administrative Support Services

In FY20 a department-wide expenses associated with 1) contract market adjustment and longevity pay and 2) temporary labor were consolidated in this program. In FY21, those expenses are distributed across the specific programs impacted resulting in a \$350,000 reduction to the Management Services.

Internal Services are increased as a result of higher Facilities costs of \$725,546 associated with the move to the new courthouse planned for fall 2020.

**Department:** District Attorney

**Program Contact:** Jodi Erickson

**Program Offer Type:** Support

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The District Attorney's Information Technology (IT) Unit provides rapid and economical computer desktop support, as well as all computer software, servers, peripherals and network security and support to Multnomah County District Attorney's Office (MCDA) users. The seven person unit is responsible for the operation and maintenance of the MCDA document management system, Alfresco, and the MCDA 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 members of the office.

**Program Summary**

The IT Unit supports all aspects of information technology for MCDA, including but not limited to, acquisition, deployment, maintenance, monitoring, development, upgrade and support of all MCDA IT systems, including servers (physical and virtual), PC's, laptops and tablets, 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 and security issues. In addition, the unit oversees data storage, retention, backup and restoration.

The IT Unit supports over 210 MCDA employee users and works closely with justice partner agencies to provide their users access to the CRIMES case management system. The unit also maintains the offices external website [www.MCDA.us](http://www.MCDA.us), as well as an office only intranet. The unit also manages video and audio equipment used throughout the courtrooms in the central courthouse, video and audio equipment in three grand jury hearing rooms, and the For The Record (FTR) system used for mandated recording of all grand jury hearings.

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 7:30 AM to 5:00 PM, Monday through Friday, and 9:00 AM to 5:00 PM on Saturdays and Sundays.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Help Desk Calls	2,600	3,300	3,120	3,300
Outcome	Number of times the DA network failed due to an internal cause	0	0	0	0

**Performance Measures Descriptions**

For additional MCDA Budget Information:

<https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$995,598	\$0	\$1,020,401	\$0
Contractual Services	\$52,000	\$0	\$55,000	\$0
Materials & Supplies	\$306,400	\$0	\$334,929	\$0
Internal Services	\$1,227,124	\$0	\$1,060,613	\$0
Capital Outlay	\$45,000	\$0	\$45,000	\$0
<b>Total GF/non-GF</b>	<b>\$2,626,122</b>	<b>\$0</b>	<b>\$2,515,943</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,626,122</b>		<b>\$2,515,943</b>	
<b>Program FTE</b>	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 2020: 15002-20 Information Technology

Internal Services are reduced by \$183,409 in the program due to the elimination of network circuits serving the now vacated MDT facility and reduction in network circuit charges at the Trimet and Lloyd Neighborhood offices.



**Department:** District Attorney

**Program Contact:** Jodi Erickson

**Program Offer Type:** Support

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

This program provides all support for the Multnomah County District Attorney's Office (MCDA) related to finance, purchasing, travel and training, budget preparation, fiscal reports, grant reporting and monitoring, and research/evaluation. It also carries out all human resources functions, including payroll, human resources records and personnel file maintenance, Workday user support and assistance for 200 employees, new employee orientation and onboarding in the office at and countywide NEO, and recruitment/selection. It also handles employee relations or labor relations complaints which are not eligible for referral to the new Complaint Investigations Unit in central human resources.

**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 and training, fiscal reporting, budget preparation, grant reporting and monitoring, purchasing, inventory, and contracts.

The Human Resources (HR) Unit provides support to the entire MCDA in many different areas to include: employee and labor relations, recruitment and selection, internal investigations, personnel file maintenance, classification and compensation, management consultation, discipline and grievance handling, reasonable accommodation requests and leave administration. The HR Unit provides support to the entire MCDA with regard to Workday questions and assistance. Workday has helped to streamline some of the HR Unit's business processes, while it has made others more time consuming and complicated. A year after implementation, the HR Unit is still working on finalizing some of these business processes. The HR Unit supports managers with contract interpretation, performance management consultation, and facilitates the departments FMLA/OFLA coordination with Central Benefits.

This program contributes to Multnomah 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.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total number of employees supported per day	N/A	215	215	210
Outcome	Percent of People of Color hired for open positions	N/A	31%	36%	31%
Output	Number of new hires	65	20	44	30

**Performance Measures Descriptions**

For additional MCDA Budget Information:

<https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$618,563	\$0	\$643,603	\$0
Materials & Supplies	\$8,550	\$0	\$9,200	\$0
Internal Services	\$0	\$0	\$1,000	\$0
<b>Total GF/non-GF</b>	<b>\$627,113</b>	<b>\$0</b>	<b>\$653,803</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$627,113</b>		<b>\$653,803</b>	
<b>Program FTE</b>	5.00	0.00	5.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2020: 15003-20 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 Multnomah County District Attorney's Office (MCDA) in processing discovery requests and providing discoverable material to defense counsel and occasionally to attorneys representing victims. The records component maintains accurate records on open and closed cases including electronic document scanning and storage, coordinates scheduling and docketing of court appearances and provides administrative and clerical support to attorneys and staff assigned to the arraignment courts.

### Program Summary

The Records/Discovery program fulfills the statutory responsibility to provide case-specific discovery of documents, photos, videos and audio material in paper, flash drive, CD, DVD, and hard drive formats to public and private defense attorneys, pro se defendants, and victims. The program currently handles and manages discovery of body worn camera footage for at least two police agencies. It is expected that there will be a shift from mostly paper-based discovery packets to paperless discovery packets and a doubling of video discovery as the Gresham Police Department fully implements its body-worn camera program. Staff copy, upload, redact, and disclose to defense attorneys any restitution information submitted by victims. The staff maintain meticulous records in tracking material and information within the possession or control of MCDA in order to disclose accurate data to defense on homicide and major crimes cases. This position is in contact with the District Attorney, first assistant to the district attorney, and chief deputy district attorneys with regard to processing of scanned documents for the most confidential and sensitive cases handled by the office.

This program also provides file storage and retrieval for the entire office, maintaining over 34,000 closed and open case files in various storage locations. Staff coordinate shipment and tracking of off-site storage for closed physical files and case materials at county archives and at private secured storage facilities. The unit maintains historical records of all archived cases and their destruction dates in accordance with county and state rules and regulations.

This program is responsible for compiling and disbursing a weekly list of defendants who have either remained in custody due to a judicial finding of probable cause or waived the probable cause hearing. Staff run records to assist deputy district attorneys with diversion completion eligibility for offenders, process assessments for Treatment First Program eligibility, and query and print records from the Law Enforcement Data System (LEDS/NCIC) to provide information required by the deputy district attorney for probation violation hearings.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total number of Discovery packets	13,074	16,900	12,553	13,500
Outcome	Total Discovery Revenue	\$369,545	\$370,000	\$370,000	\$370,000

### Performance Measures Descriptions

For additional MCDA Budget Information:

<https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>
Personnel	\$548,562	\$0	\$585,634	\$0
Contractual Services	\$6,000	\$0	\$6,500	\$0
Materials & Supplies	\$41,750	\$0	\$41,800	\$0
Internal Services	\$184,335	\$0	\$289,529	\$0
<b>Total GF/non-GF</b>	<b>\$780,647</b>	<b>\$0</b>	<b>\$923,463</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$780,647</b>		<b>\$923,463</b>	
<b>Program FTE</b>	7.07	0.00	7.05	0.00

<b>Program Revenues</b>				
Service Charges	\$370,000	\$0	\$370,000	\$0
<b>Total Revenue</b>	<b>\$370,000</b>	<b>\$0</b>	<b>\$370,000</b>	<b>\$0</b>

## Explanation of Revenues

\$370,000 in Discovery Fees

## Significant Program Changes

Last Year this program was: FY 2020: 15004-20 Records/Discovery

**Department:** District Attorney      **Program Contact:** John Casalino  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Last year, this program partially funded the BWC Unit. A DDA must review all available evidence prior to making a charging decision. Tangible evidence must be reproduced by the district attorney's office and provided to the defense attorney. When body-worn camera evidence is received by the DA's Office, the process of reviewing and replicating the evidence will be mandatory, not discretionary. GPD now has completed the process of purchasing body worn cameras for all GPD patrol officers and is now in the deployment stage. This has increased obligations for MCDA which necessitates increasing capacity of MCDA to adequately protect crime victims and safeguard the rights of the accused. See submitted program 15012B.

**Program Summary**

The BWC Unit assists with the review of cases submitted by local law enforcement agencies to determine whether the case should be charged as a crime. This function is at the heart of the prosecution function. The charging decision in every case is guided by a 22-step analysis contained within the MCDA Policy Manual. As the case progresses through the system, the video may need to be re-reviewed, redacted, reformatted, and used in trial preparation and witness preparation. Gresham Police Department has implemented 132 body worn cameras, see submitted program 15012B.

Body-worn camera evidence is reviewed by a deputy district attorney. Duplication and distribution of body-worn camera evidence will be accomplished by non-lawyer staff. A review of comparably-sized offices from around the country has shown that, with the adoption of body-worn cameras by law enforcement, prosecutor's personnel costs rose between 3% – 10%. For example, the Wayne County District Attorney's Office (Detroit, MI) experienced an 8% increase in personnel costs after several of their law enforcement partners began using body-worn cameras. Data from body-worn cameras will be voluminous and secure storage will be necessary to comply with witness/victim privacy concerns as well as Criminal Justice Information Services (CJIS) compliance requirements.

Body-worn camera footage will allow prosecutors to view crime scenes and witness/victim/suspect interviews through an unfiltered lens. Transparency and system confidence will increase by virtue of additional objective evidence available for subsequent review. Charging decisions will improve, leading to better, more just, outcomes.

<b>Performance Measures</b>					
<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY19 Actual</b>	<b>FY20 Budgeted</b>	<b>FY20 Estimate</b>	<b>FY21 Offer</b>
Output	Hours of body camera footage reviewed	108	5,800	1,500	1,560
Outcome	Trials avoided by better charging decisions enabled through the use of body camera footage	N/A	N/A	N/A	-10

**Performance Measures Descriptions**

Output – All body camera footage submitted by GPD will be reviewed by a deputy district attorney to assist in determining whether criminal charges should be issued. If charges are issued, pertinent footage will be duplicated and made available to defense attorneys. Outcome – Having audio/visual evidence will allow prosecutors to view crime scenes and interviews through an unfiltered lens. Transparency and system confidence will increase by virtue of additional objective evidence available for subsequent review. Charging decisions will improve, leading to better, more just, outcomes.

## 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): 135.185: The District Attorney shall disclose to a represented defendant the certain material within the possession and control of the district attorney.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$204,263	\$0	\$207,174	\$0
Materials & Supplies	\$46,091	\$0	\$28,136	\$0
<b>Total GF/non-GF</b>	<b>\$250,354</b>	<b>\$0</b>	<b>\$235,310</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$250,354</b>		<b>\$235,310</b>	
<b>Program FTE</b>	1.48	0.00	1.50	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2020: 15012-20 Body Worn Cameras - Gresham

Last year, that program partially funded the BWC Unit with a 0.74 FTE Deputy District Attorney 2 and a 0.74 FTE Office Assistant 2. Gresham PD did not begin deploying BWCs until January 2020. They will be fully deployed and this practice will overload the current capacity of MCDA BWC Unit to review cases in order to protect community members who are victims of criminal conduct as well minimize MCDA's ability to safeguard the rights of the accused. Submitted program 15012B is offered as a solution to this critical problem.

**Department:** District Attorney      **Program Contact:** Jeff Howes

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

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

National best practices in criminal prosecution continue to include the use of data research, evaluation and planning teams to enable data-driven policy development and resource allocation decision making. Similar programs exist within Multnomah County's Department of Community Justice, the Multnomah County Sheriff's Office, the Local Public Safety Coordinating Council, the Multnomah County Circuit Court of the Oregon Judicial Department, as well as within the Portland Police Bureau and state-based agencies such as the Criminal Justice Commission.

**Program Summary**

The creation of the Research and Planning Unit has enhanced the ability of the District Attorney to make evidence-based decisions and reinforce the county's long standing commitment to data analysis. This unit now produces research that evaluates, explores and uncovers prosecutorial effects and trends in Multnomah County's criminal justice system and its impact both locally and on the state. This further insight helps to inform policy decision making in important areas such as to strategically address disparities within our county. Additionally, we continue to endeavor to strategically deploy our valuable prosecution and service resources in areas that have the greatest public safety impact. Data, research and planning are critical to achieving successful outcomes.

Furthermore, the trend in public safety in the county and across the nation is for increased cooperation among peers to answer questions greater than any one entity. Experience here in the county has shown that when one partner in criminal justice evaluation comes to the table without the capacity to keep up with others, that weak link causes the whole enterprise to suffer. I am grateful that the county funded one data, research and planning FTE position with MCDA. As public safety systems in Multnomah County join to tackle important questions, the District Attorney's office is determined to be an equal partner with others in this endeavor and, to that end, will need to seek additional staffing resources.

Internally, the DA's office continues to ask more sophisticated questions about its own working processes and policies including examinations of equity and disparity in prosecution, DDA workload and effectiveness, and business/case flow efficiency. At one time it may have been sufficient to find answers to these questions through the authority of long tenure, management discussion and speculation by line staff. These older methods are insufficient in the face of greater reliance in the county and nationwide on sophisticated data analyses that provide more objective means to drive policy.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Data analysis reports	N/A	32	32	32
Outcome	Number of outcome measures analyzed for reporting	N/A	840	840	840

**Performance Measures Descriptions**

Data analysis reports refers to a monthly report on community courts, a monthly report on LEAD, and eight independent topical reports. Outcome measures analyzed for reporting is derived from four reports under development (as of Feb 2019) utilizing a total of 350 independent variables as well as the community court count of 10 variables over 12 months.

For additional MCDA Budget Information:

<https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fv-2021.pdf>

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$126,593	\$0	\$196,931	\$0
Materials & Supplies	\$3,407	\$0	\$10,000	\$0
<b>Total GF/non-GF</b>	<b>\$130,000</b>	<b>\$0</b>	<b>\$206,931</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$130,000</b>		<b>\$206,931</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 15013-20 MCDA Research & Planning Unit

Two half-time graduate school interns are added to the program in FY21



<b>Department:</b>	District Attorney	<b>Program Contact:</b>	John Casalino
<b>Program Offer Type:</b>	Innovative/New Program	<b>Program Offer Stage:</b>	As Adopted

**Related Programs:**

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

### Executive Summary

This program provides essential funding for the new out of budget fiscal obligations imposed under SB 1008. SB 1008 establishes a procedure for an expert to evaluate the mental health, cognitive development, maturity, among other things of juveniles who are aged 15, 16 and 17 and have committed rape, murder and serious assaults, among other crimes. This evaluation will assist the prosecutor and the court in determining whether the juvenile's conduct should remain in Juvenile court or be waived to adult court.

### Program Summary

This program provides funding for new obligations imposed by SB 1008. MCDA needs funds to pay for experts to assist in making critical determinations impacting juvenile's accused of violent criminal conduct against community members. The Oregon Legislature passed SB1008 which altered voter approved Ballot Measure 11. Now, 15, 16, 17 year olds who commit murder, rape and serious assaults, among others crimes are initially charged in Juvenile Court. SB1008, however, established a procedure for the state to seek to waive 15, 16, 17 year olds who have committed certain crimes into adult court only if certain numerous specific requirements are determined at a hearing. Information provided by experts in expected and necessary for this hearing.

The determination required by SB 1008 mandates that the district attorney look deeply into the mental health, cognitive development, behavioral background and maturity of juveniles who have committed extremely violent and damaging acts in order for an appropriate remedy for the youth, the victim and the community to be fashioned.

SB 1008 details that "[t]he state has a right to have at least one psychiatrist or licensed psychologist of its selection examine the youth concerning the determination of whether to waive the youth under this section." See ORS 419C.349(5). MCDA does not have the funds to meet this new requirement to the community as provided by this law. This program allows the county to fulfill its obligation to protect community members.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of SB1008 Evaluations	N/A	0	6	10
Outcome	Number of youth waived in to adult court	N/A	0	5	8

### Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$40,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$40,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$40,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was:

This program did not exist last year. The Oregon Legislature passed SB 1008 to take effect on January 1, 2020. This has created an additional financial resource requirement on the Multnomah County District Attorney's Office (MCDA) that had previously not existed. Without these additional funds, MCDA cannot accurately and adequately address criminal acts such as murder, rape and serious assaults committed against community members in our county. Furthermore, without these funds MCDA will not be able to ensure just outcomes for 15, 16, or 17 year old offenders based on the offender's individual characteristics.

**Department:** District Attorney      **Program Contact:** John Casalino  
**Program Offer Type:** Administration      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

This program funds the Division I Chief Deputy District Attorney to provide 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 (MDT), Domestic Violence (DV) Unit, Juvenile Court Trial Unit, and Support Enforcement Division (SED). The chief deputy district attorney (CDDA) directs these activities on behalf of children and families in a variety of leadership and liaison positions inside and outside the office to make our community more livable.

**Program Summary**

The Chief Deputy District Attorney of Division I is a member of senior level management with specific division level responsibilities to provide 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. The Chief Deputy has direct and daily oversight responsibility for the Domestic Violence Team, Juvenile Unit, Multidisciplinary Child Abuse Team, and Child Support Enforcement Unit. The Chief Deputy also meets weekly to staff cases to determine appropriate and consistent pretrial resolutions for defendants facing mandatory minimum sentencing on indicted charges. The Division I Chief Deputy also prosecutes aggravated murder and murder. The MDT/Child Abuse Unit prosecutes felony crimes involving child victims including homicide, physical abuse, abandonment and neglect, and sexual assault of children where the perpetrator is considered family and protects vulnerable children through litigating dependency cases in juvenile court while coordinating child protection efforts and developing practices and policies to investigate and prosecute abuse and keep children safe and strengthen families. The Juvenile Unit prosecutes serious felonies and certain misdemeanors committed by those under 18 years of age. That Unit seeks community protection, reformation of the youth and restitution to victims of crime. The Support Enforcement Division (SED) establishes, modifies and enforces paternity, child support and medical support orders for the families of Multnomah County. The DV Unit prosecutes crimes involving victims and survivors of domestic violence including physical and sexual assaults, homicides and violations of restraining orders. 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Division 1 cases reviewed (DV,MDT,Juv)	4,892	4,840	4,758	4,758
Outcome	Amount of child support collected (in Millions)	\$30	\$33.8	\$31	\$31

**Performance Measures Descriptions**

For additional MCDA Budget Information:  
<https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$329,761	\$0	\$332,492	\$0
Materials & Supplies	\$5,000	\$0	\$5,300	\$0
Internal Services	\$147,896	\$0	\$168,991	\$0
<b>Total GF/non-GF</b>	<b>\$482,657</b>	<b>\$0</b>	<b>\$506,783</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$482,657</b>		<b>\$506,783</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2020: 15100-20 Division I Administration

Due to county and state funding decisions in FY 2020, Division 1, suffered a detrimental impact that had severe consequences for child safety and families within Multnomah County.

Please see the Juvenile and MDT Program Offers. The Juvenile Program lost TPR and most dependency. This resulted in a significant reduction in safety and proactive measures that protect children and increase parental capacity. The MDT Unit had to vacate the MDT building at 102nd and Burnside and no longer is cohoused with law enforcement and DHS. This ended an evolved model of child protection that had existed since the 1990s. The MDT Unit moved to the Juvenile Court Building. Law Enforcement and DHS has noted that this has lessened the coordination, communication and collaboration that is essential to stop child abuse, strengthen families and hold those who harm children accountable.

**Department:** District Attorney      **Program Contact:** John Casalino  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Juvenile Court Trial Unit's primary function, due to reduced funding, includes delinquency matters. This unit, working with Multnomah County's Juvenile Services Division, prosecutes serious felonies and misdemeanors committed by those under 18 years of age. This program now prosecutes youth ages 15, 16, and 17 who have committed crimes such as murder, rape and serious assaults subject to SB1008. This program seeks community protection, reformation of the youth and restitution to victims of crime. Refer to program 15101B which partially restored the unit to two primary functions: 1) delinquency and 2) limited dependency.

**Program Summary**

The purposes of the Oregon juvenile justice system are to protect the public and reduce juvenile delinquency and to provide fair and impartial procedures for the initiation, adjudication and disposition of allegations of delinquent conduct. This conduct includes cases ranging from minor misdemeanors to serious felonies—including murder, rape, robbery and serious assaults that were formerly prosecuted by other Multnomah County District Attorney's Office (MCDA) units but now, because of SB1008, are handled in juvenile court. The unit works closely with the Department of Community Justice (DCJ) Juvenile Division in developing appropriate sanctions aimed at accountability, community protection and reformation of the child or youth. Additionally, one of the goals of this program is to reduce the number of youth exposed to the adult criminal system. For over 25 years this program has been involved in the Anne E. Casey Foundation's Juvenile Detention Alternatives Initiative (JDAI). The current interagency agreement with the Juvenile Services Division provides for opportunities for youth to have their matters handled informally, either through the Community Health Initiative Early Intervention Program, or through informal handling by the Juvenile Department. The current agreement calls for MCDA to provide legal sufficiency screening of all referrals, to ensure that youth are held accountable only for acts that are legally sufficient. Legal sufficiency screening by non-lawyers often results in youth being held accountable inappropriately. The goal of these programs is to provide the principles of accountability and reformation without pulling a youth further into the Juvenile System. The deputy district attorneys coordinate with the Department of Human Services, DCJ and juvenile court counselors to serve families impacted by the juvenile system. On July 1, 2019, the Department of Human Services redirected state and federal funds from MCDA to pay their own lawyers at the Department of Justice (DOJ) to represent DHS in all Termination of Parental Rights (TPR) and dependency matters in Multnomah County. Refer to Program 15101B (Dependency and Delinquency) which, in FY 2020, partially restored this unit to two primary functions to serve families in Multnomah County. Lost funding from FY 2020, however, eliminated full victim advocacy to help those involved in the court process navigate the complicated and often unfamiliar juvenile system and impacted victim safety, restitution and restorative justice. This program no longer accomplishes community protection, youth reformation, family preservation and skill building to the extent it has in the past.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Cases reviewed for Delinquency, Dependency, TPR	1,857	1,363	1,558	1,558
Outcome	Early intervention program participants ___% less likely to recidivate than non-participants	39%	40%	39%	39%

**Performance Measures Descriptions**

For additional MCDA Budget Information:  
<https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

## Legal / Contractual Obligation

Juvenile Trial Court: 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$940,187	\$0	\$985,672	\$0
Contractual Services	\$12,000	\$0	\$14,000	\$0
Materials & Supplies	\$36,300	\$0	\$38,000	\$0
<b>Total GF/non-GF</b>	<b>\$988,487</b>	<b>\$0</b>	<b>\$1,037,672</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$988,487</b>		<b>\$1,037,672</b>	
<b>Program FTE</b>	6.00	0.00	6.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2020: 15101A-20 Juvenile Court Trial Unit

In FY 2020, State and Federal funding was eliminated in this program because the Department of Human Services decided to have DOJ represent DHS in all Termination of Parental Rights (TPR) and dependency matters in the County. Last year this program offer also reflected a General Fund reduction in order to meet the budget constraint. Because of reductions in both funding and FTE, this program lost two important child protection functions: full dependency and TPR. This program no longer advocates for proactive child protection efforts in dependency court proceedings to the extent it did in the past. This program no longer litigates cases where the abuse or neglect of a child necessitates effort be made to free the child for adoption (TPR). Refer to Program 15101B which restored the reduction in county funding to allow MCDA to continue delinquency and a limited role in dependency. This program now also has additional responsibilities under SB1008.

**Department:** District Attorney      **Program Contact:** John Casalino  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

This program allows the Juvenile Court Trial Unit to retain two primary functions: 1) delinquency (prosecuting certain criminal offenses committed by juveniles), 2) limited dependency (litigating some child protection cases in juvenile court). In dependency, this program seeks child safety while strengthening the protective capacity of families. Refer to 15101 A which details the delinquency function of the Juvenile Unit.

**Program Summary**

The Juvenile Court Trial Unit no longer accomplishes family preservation and skill building to the extent it had in the past. It does continue to prosecute crimes committed by juveniles, ranging from misdemeanors to serious felonies—including additional responsibilities imposed by SB 1008. In addition to the delinquency function described in 15101A, this program partially restored this unit to have two primary functions, delinquency and limited dependency to serve families in Multnomah County.

Dependency proceedings are noncriminal and take place in juvenile court where children are found unsafe and the court needs to intervene to protect the child. Dependency is proactive which can result in safer, healthier children who grow up to be adults who also implement safe parenting practices. These DDAs seek to protect children, strengthen families and work with system partners in dependency.

On July 1, 2019, the Department of Human Services (DHS) redirected state and federal funds from the Multnomah County District Attorney's Office (MCDA) to pay their own lawyers at the Department of Justice (DOJ) to represent DHS in all Termination of Parental Rights (TPR) and dependency matters in Multnomah County. Because of overall funding loss in FY 2020 to the Juvenile Court Trial Unit, deputy district attorneys (DDAs) child safety efforts were reduced and in many cases DDAs no longer worked with DHS and other agency partners to develop plans which provided protection for the child and opportunities for parents to expand their protective capacity. Because this unit had reduced funding in FY 2020, it has reduced coordination with community and system partners and reduced engagement in the cross-over youth practice model.

System partners, including judicial, children's attorneys, and parents' attorneys have noted that it is essential for MCDA to remain involved in dependency matters to ensure that children are safer and protective capacity of families is strengthened. This unit, because of SB1008 which took effect on January 1, 2020, will have additional responsibilities to review and prosecute cases where youth ages 15, 16 and 17 commit very harmful offenses such as murder, serious assaults and rape. This law also requires added victim advocate responsibilities.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Cases reviewed for Delinquency, Dependency, TPR. (Estimate and offer includes Delinquency & Dependency)	1,857	1,363	1,558	1,558
Outcome	Early intervention program participants ___% less likely to recidivate than non-participants	39%	40%	39%	39%

**Performance Measures Descriptions**

Some data fields are incomplete because this unit changed performance measures for FY20. For more information about Juvenile performance measures, please see <https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

Continuing MCDA involvement in juvenile dependency cases promote public safety through building parental capacity and safeguarding children.

## Legal / Contractual Obligation

Juvenile Trial Court: 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$578,857	\$0	\$643,616	\$0
Materials & Supplies	\$18,226	\$0	\$36,000	\$0
Internal Services	\$51,076	\$0	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$648,159</b>	<b>\$0</b>	<b>\$679,616</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$648,159</b>		<b>\$679,616</b>	
<b>Program FTE</b>	3.00	0.00	3.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2020: 15101B-20 Juvenile Dependency and Delinquency

On July 1, 2019, State and Federal funding was eliminated in this program because the DHS decided to have DOJ represent DHS in all TPR and dependency matters in Multnomah County. This was a new program offer in FY 2020. It restored the reduction in County funding for the Juvenile Court Trial Unit and was used to partially backfill the reduction in State funding. This allowed the MCDA to continue with a reduced role in dependency. Partial funding limited MCDA's work on juvenile justice reform issues and reduced both public safety, youth reformation and victim input regarding system decisions. The child abuse unit was also impacted and moved from the Multnomah County MDT building; ending an internationally recognized coordination model that has protected children since the early 90s. This unit now handles additional cases under SB 1008.



**Department:** District Attorney   **Program Contact:** John Casalino  
**Program Offer Type:** Existing Operating Program   **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Domestic violence is a social, economic and public health concern. The Domestic Violence (DV) Unit prosecutes felonies and misdemeanors involving victims and survivors of domestic violence including physical and sexual assaults, homicides and violations of restraining orders. Additionally, this unit's mental health deputy district attorney (DDA) handles aid and assist issues in cases and coordinates the efforts of the Multnomah County Mental Health Court. This team works closely with our victim advocates to ensure trauma-informed support for survivors and their children.

**Program Summary**

The DV Unit prosecutes all types of family or intimate partner violence including physical and sexual assaults (rape, sodomy, for example), strangulation, kidnapping and homicide. The goals of this program are to secure victim and community safety while seeking defendant accountability. Additionally, these DDAs play a valuable role in advocating for community-oriented interventions to help support survivors and their children in breaking the vicious, generational, cycle of family violence. Moreover, the unit works to ensure that each victim is treated respectfully, compassionately and with dignity. Our Victim Assistance Program assigns an advocate to each case to provide outreach and assist survivors in obtaining comprehensive wrap around support services to help alleviate survivors' psychological, social, and financial fears. The unit works in collaboration with state and local law enforcement, the Multnomah County Department of Community Justice and a variety of local nonprofit domestic violence organizations and shelters. Initiatives include working closely with the Portland Police Bureau Domestic Violence Reduction Unit (DVRU) and the Domestic Violence Emergency Response Team (DVERT). The senior deputy district attorney is also an executive committee member for the Family Violence Coordination Council, the Domestic Violence Fatality Review, the DV court workgroup and is the co-chair of the local Chapter of Justice Jammers, a work group that meets to identify gaps in the justice system effecting domestic violence victim safety and offender accountability. The DV Unit participates in the Deferred Sentencing Program for eligible offenders. This program allows first time offenders an opportunity to earn a dismissal of the domestic violence charge with successful completion of a highly supervised and closely monitored program that includes batterer's intervention strategies and counseling. The DV Unit works with the county's adult protective services agency to provide a specialized emphasis on the prosecution of elder abuse cases within Multnomah County. This unit acts as a resource for training of community partners, state and local law enforcement agencies. The unit dedicates a full time attorney to Multnomah County Mental Health Court.

**Performance Measures**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY19 Actual</b>	<b>FY20 Budgeted</b>	<b>FY20 Estimate</b>	<b>FY21 Offer</b>
Output	All DV Cases Reviewed (Felony, Misdo, VRO)	2,776	2,737	2,727	2,727
Outcome	Percentage of presumptively prison eligible defendants diverted from prison to community supervision	66.2%	75.35%	71.83%	71.83%

**Performance Measures Descriptions**

For additional MCDA Budget Information:  
<https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

## 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.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,636,635	\$0	\$1,756,384	\$108,325
Contractual Services	\$34,000	\$0	\$36,000	\$0
Materials & Supplies	\$19,150	\$0	\$22,200	\$0
Internal Services	\$0	\$0	\$0	\$19,834
<b>Total GF/non-GF</b>	<b>\$1,689,785</b>	<b>\$0</b>	<b>\$1,814,584</b>	<b>\$128,159</b>
<b>Program Total:</b>	<b>\$1,689,785</b>		<b>\$1,942,743</b>	
<b>Program FTE</b>	10.00	0.00	10.00	0.60

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$128,159
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$128,159</b>

## Explanation of Revenues

This program generates \$19,834 in indirect revenues.

\$128,159 Violence Against Women Act (VAWA) Competitive Formula Grant, Oregon Department of Justice/Crime Victim and Survivor Services Division, Federal through State

## Significant Program Changes

**Last Year this program was:** FY 2020: 15102-20 Domestic Violence Unit

Funding constraints will decrease capacity, while the obligations of the Multnomah County Mental Health Court has expanded.

In order to meet expanding community need with regard to underserved populations—People of Color, LGBTQ, among others—while operating under imposed reduced resources, MCDA sought and obtained a Violence Against Women Act (VAWA) grant to fund a prosecutor to provide service to victims in these underserved populations. The grant will only partially fund a prosecutor. See 15102B for full funding request.

**Department:** District Attorney      **Program Contact:** John Casalino  
**Program Offer Type:** Innovative/New Program      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Multnomah County District Attorney's Office (MCDA) successfully obtained a competitive Violence Against Women Act (VAWA) grant to partially fund a prosecutor for the next three years. The goals of the grant position are to protect, build trust and make the lives better for community members belonging to underserved populations who have experienced domestic violence. This program seeks the county government to join MCDA's commitment to ending violence experienced by Native American, People of Color, LGBTQ2SIA+, people with physical or developmental disabilities, victims of human trafficking, those experiencing homelessness, limited English proficiency, immigrants and refugees by providing the critical funding for the VAWA prosecutor not covered by the federal grant.

**Program Summary**

The VAWA prosecutor will be partially funded for three years though the newly awarded competitive VAWA Grant to MCDA. The remaining funding is necessary to serve marginalized members of Multnomah County. Statistics and experience show that underserved communities (including women with disabilities, women of color, women experiencing homelessness, women from immigrant communities) are disproportionately impacted by domestic violence. See Bureau of Justice Statistics, 2001. This prosecutor will be part of the Domestic Violence (DV) Unit which has six DV attorneys. A recent evaluation by the Association of Prosecuting Attorneys concluded a shortage of 3.7 DV prosecutors to adequately serve Multnomah County.

This grant will greatly help underserved members of the community and their families who are victims of crimes of domestic violence including sexual assault, stalking or dating violence as well as physical assaults, strangulation, violations of protective orders, burglary, attempted murder and homicides. This prosecutor will assist victims through referrals, case consultation, investigative assistance and case review. This prosecutor will be available to serve all victims who are included in the federal definition of underserved, marginalized and/or oppressed. This project connects enhanced domestic violence prosecution services with system partners that serve the diverse populations targeted by this project to ensure cross training, information sharing, and support services that meet the unique needs of these survivors.

The VAWA prosecutor will have direct contact with traditionally underserved victims and coordinate services with law enforcement, advocates and project partners to ensure long term victim safety. This, along with the ability to work with law enforcement on case follow-up, will lead to more successful prosecution and increased offender accountability.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of underserved victims of domestic violence served through case consultation	N/A	N/A	100	200
Outcome	Number of offenders prosecuted for harming underserved community members	N/A	N/A	23	45

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$71,319	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$71,319</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$71,319</b>	
<b>Program FTE</b>	0.00	0.00	0.40	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was:

This is a new program. MCDA did not have a VAWA deputy district attorney last year. Inadequate funding has impeded MCDA efforts to end domestic violence in our county. In order to mitigate the impact of those funding measures this office applied for, and successfully obtained, a competitive federal VAWA grant to partially fund an additional domestic violence prosecutor for the next three years. The core function to serve marginalized members, as required by grant restrictions is to, "Prosecute domestic violence, sexual assault, stalking and dating violence crimes. Provide services to ensure the long term safety of victims; and hold offenders accountable for their crimes." This program is offered to enable the county to fulfill its promise to fund efforts to lessen and eliminate the impact of domestic violence on underserved community members in our county by providing remaining funds for an FTE not covered by the grant.

**Department:** District Attorney      **Program Contact:** John Casalino  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

This program serves three primary functions: 1) Prosecute felony crimes involving child victims including homicide, physical abuse, abandonment and neglect, sexual exploitation and sexual assault (rape sodomy, for example) of children where the perpetrator is considered family, 2) Protect vulnerable children through litigating dependency cases in juvenile court; and 3) Coordinate the Multi-Disciplinary Child Abuse Team's (MDT's) child protection efforts and develop practices and policies to investigate and prosecute abuse while working to help keep children safe and strengthen families.

**Program Summary**

The MDT is part of a larger team comprised of representatives from law enforcement, public schools, hospitals, courts, health departments, the Oregon Department of Human Services (DHS), and the Oregon Department of Employment Child Care Division. The team provides services to child victims, minimizes the number of victim interviews, prevents abuse of other potential victims, advances public safety and increases the effectiveness of prosecution of both criminal and dependency cases. Cases in the MDT unit are often time and emotion intensive.

Last year, this program prosecuted some of the most troubling homicides (abusive head trauma), and serious felony sexual and physical assaults against children, in the county. These deputy district attorneys (DDAs) respond to child death crime scenes all hours of the day. This team reviews all unexpected child fatalities. DDAs also work with the Department of Human Services (DHS) and other agencies to protect children who are abused and neglected. They work with our Victim Assistance Program to ensure all practices are trauma-informed and mitigate the life-long consequences of child abuse.

These attorneys litigate some of the most high risk/high lethality child protection cases in Juvenile Court. With the court, DHS and other agencies and community partners, the office develops plans that provide protection for the child and opportunities for the parents to mitigate the dangers which brought the child to the attention of the court in the first place, with the goal that the child(ren) and parents be safe and to further parenting skills.

MDT DDAs coordinate discussion and resolution of inter-agency issues, assist in training with agencies involved in child abuse, participate in policy meetings with regard to child abuse and neglect, prepare and update the protocols for the larger MDT, and advise community partners on child abuse legal issues. The senior deputy district attorney is on call 24/7 to assist law enforcement, medical personnel and DHS in regard to infant deaths and immediate physical and child sexual assault cases. This program also coordinates the distribution of state Child Abuse Multidisciplinary Intervention (CAMI) funds to a variety of local partners on an annual basis for projects/services associated with child abuse intervention.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Dependency/Criminal cases reviewed	259	291	285	285
Outcome	Percentage of presumptively prison eligible defendant diverted from prison to community supervision	38.5%	43%	41.7%	41.7%

**Performance Measures Descriptions**

Some data fields are incomplete because of organizational changes that make prior performance measures inapplicable. Combining dependency and criminal work, MDT DDA's have between 300-325 children protected on their caseloads each month. Reducing child abuse/protecting children reduces adverse childhood experiences that cause health consequences that persist into adulthood. For additional MCDA Budget Information:

<https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fv-2021.pdf>

## 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.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,081,368	\$209,188	\$1,222,831	\$204,523
Contractual Services	\$17,000	\$670,624	\$18,000	\$703,557
Materials & Supplies	\$14,650	\$33,263	\$16,300	\$25,275
Internal Services	\$0	\$38,303	\$0	\$37,449
<b>Total GF/non-GF</b>	<b>\$1,113,018</b>	<b>\$951,378</b>	<b>\$1,257,131</b>	<b>\$970,804</b>
<b>Program Total:</b>	<b>\$2,064,396</b>		<b>\$2,227,935</b>	
<b>Program FTE</b>	5.00	2.00	5.00	2.00

Program Revenues				
Intergovernmental	\$0	\$951,378	\$0	\$970,804
<b>Total Revenue</b>	<b>\$0</b>	<b>\$951,378</b>	<b>\$0</b>	<b>\$970,804</b>

## Explanation of Revenues

This program generates \$37,449 in indirect revenues.

\$970,804 Child Abuse Multidisciplinary Intervention (CAMI) Grant, Oregon Department of Justice/Crime Victim and Survivor Services Division.

## Significant Program Changes

**Last Year this program was:** FY 2020: 15103-20 MDT - Child Abuse Unit

In FY 2020, due to County funding constraints combined with a loss of State funding, the MDT unit moved to the Juvenile Court Building on 68th and Glisan. This meant that the Unit is no longer co-housed with the Department of Human Services (DHS) and a specialized police unit comprised of detectives from the Portland Police Bureau and the Gresham Police Department (Child Abuse Team). LE, DHS and Medical partners have noted that this move—combined with full representation by DOJ in dependency matters—has reduced coordination, collaboration and communication regarding child abuse investigation and planning in the MDT here in Multnomah County.

**Department:** District Attorney      **Program Contact:** John Casalino  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

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 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.

Operating in two locations (downtown and East County), the SED routinely carries an average caseload of approximately 7,500 cases and collects approximately \$31 million annually. Every dollar collected (less a \$25 annual fee after \$500 collected) is sent directly to custodial parents for the benefit of the children in our community, providing a critical safety net for families.

Implemented in 2019, a modernized statewide child support computer conversion provides SED with a more automated system to establish, modify and enforce support orders which result in payments benefiting over 10,000 children in our community. While seeking accountability from parents ordered to pay support, SED also works to reduce barriers for those who are unable to meet their obligations by working with the courts to refer parents for job placement, addiction evaluations and appropriate mental health services.

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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Average number of families (cases) assisted each month	7,896	7,700	7,900	7,900
Outcome	Amount of child support collected (in Millions)	\$30	\$33.8	\$31	\$31

### Performance Measures Descriptions

For additional MCDA Budget Information:

<https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

## Legal / Contractual Obligation

Per ORS 25.080, the District Attorney's Office provides support services by application to 1) a child support recipient who lives in Multnomah County 2) a child support recipient who lives out of state but the obligating party lives in Multnomah County or 3) both the obligating party and support order are in Multnomah County. Cases may remain in the District Attorney caseload for the duration of the support order and until all arrears are paid in full. ORS 416.415 (paternity); ORS 416.425, (modifying support orders); ORS 416.429, (establish and enforce arrearages)

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$686,798	\$2,215,709	\$762,760	\$2,362,866
Contractual Services	\$0	\$10,000	\$0	\$10,000
Materials & Supplies	\$0	\$54,130	\$0	\$52,650
Internal Services	\$198,481	\$791,528	\$223,559	\$782,924
<b>Total GF/non-GF</b>	<b>\$885,279</b>	<b>\$3,071,367</b>	<b>\$986,319</b>	<b>\$3,208,440</b>
<b>Program Total:</b>	<b>\$3,956,646</b>		<b>\$4,194,759</b>	
<b>Program FTE</b>	4.51	21.09	4.51	21.09

Program Revenues				
Intergovernmental	\$0	\$3,041,905	\$0	\$3,178,496
Beginning Working Capital	\$0	\$29,462	\$0	\$29,944
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,071,367</b>	<b>\$0</b>	<b>\$3,208,440</b>

## Explanation of Revenues

This program generates \$536,481 in indirect revenues.

\$2,982,161 Child Support Enforcement (CSE) Program, Oregon Department of Justice/Child Support Program/Support Enforcement Division (SED), Federal through State

\$196,335 Child Support Enforcement (CSE) Program, Oregon Department of Justice/Child Support Program/Support Enforcement Division (SED), State

\$29,944 Beginning Working Capital

## Significant Program Changes

**Last Year this program was:** FY 2020: 15104-20 Child Support Enforcement

For more information about SED performance measures, please see

<https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>



**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 (CDDA) who provides leadership, policy direction, long and short-range planning, and daily operational oversight for Division II. This division includes Unit C, the Pretrial Unit and the Misdemeanor Trial Unit. Collectively these units handle a wide range of crimes including aggravated murder, armed robbery, vehicular homicide, DUII, resisting arrest and criminal trespass. This division also handles a variety of non-trial matters. The Division II CDDA also engages system and community partners in a variety of leadership positions outside the office.

**Program Summary**

The CDDA 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 CDDA has direct and daily oversight responsibility of the Unit C, the Pretrial Unit and the Misdemeanor Trial Unit and meets daily with attorneys to discuss case strategy and resolution. The CDDA also presides over weekly case staffing meetings to determine appropriate and consistent pretrial offers for defendants facing mandatory minimum sentencing on their indicted charges. The Division II CDDA also prosecutes aggravated murder and murder cases.

Unit C is a felony trial unit which is responsible for the prosecution homicides, robberies, weapons offenses, gang crimes, vehicular homicides, vehicular assaults, arson, residential burglaries and felony animal abuse.

The Pretrial Unit is responsible for reviewing and issuing all misdemeanor cases other than those involving domestic violence. Pretrial attorneys also handle all 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 process and body-worn camera case processing.

The Misdemeanor Trial Unit prosecutes all misdemeanor crimes except those involving domestic violence. These crimes include offenses such as driving under the influence of intoxicants (DUII), resisting arrest, assault, sex abuse, theft, prostitution, stalking, trespass, strangulation and disorderly conduct.

Lastly, the Division II CDDA performs a critical, criminal justice liaison role with outside partners focused on gang violence prevention. To that end, the Division II CDDA is the co-chair of the Local Public Safety Coordinating Council (LPSCC) Youth and Gang Violence Subcommittee and is a member of numerous collaborative working groups such as the Portland Area Gun Initiative, the PPB Bi-weekly Shooting Review and the Community Peace Collaborative.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Division II criminal cases reviewed for prosecution	13,315	13,000	12,995	12,995
Outcome	Number of Division II non-criminal fugitive cases, public record requests, extraditions, and expungements	2,694	2,345	2,600	2,600

**Performance Measures Descriptions**

For additional MCDA Budget Information: <https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$329,761	\$0	\$332,492	\$0
Contractual Services	\$1,000	\$0	\$1,000	\$0
Materials & Supplies	\$8,000	\$0	\$8,300	\$0
Internal Services	\$222,646	\$0	\$382,889	\$0
<b>Total GF/non-GF</b>	<b>\$561,407</b>	<b>\$0</b>	<b>\$724,681</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$561,407</b>		<b>\$724,681</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2020: 15200-20 Division II Administration

The Multnomah County District Attorney's Office reorganized in 2019 in order to more efficiently and effectively prosecute misdemeanor crimes. As a result, the Pretrial Unit has absorbed the functions and duties the Misdemeanor Intake Unit which no longer exists as a stand-alone program offer. The Strategic Prosecution and Services Unit supervisory duties have shifted to Division III.

**Department:** District Attorney                      **Program Contact:** Kirsten Snowden  
**Program Offer Type:** Existing Operating Program                      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Unit C is a felony trial unit responsible for prosecuting a variety of very serious and mid-level felony crimes including homicides, robberies, weapons offenses, gang crimes, vehicular homicides, vehicular 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.

**Program Summary**

Unit C works cooperatively with state and local law enforcement agencies to target and reduce the instances of violent offenses. In the continuum of prosecution services, this unit prosecutes mostly high-risk and some medium-level offenders. Due to the nature of these crimes, many cases handled in Unit C have high visibility in the community. Unit C works cooperatively with the Portland Police Bureau, Multnomah County Sheriff’s Office, Gresham Police Department, 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. Due to the negative impact of group and gang violence in our community, Unit C attorneys are involved in numerous meetings with law enforcement and regularly attend community engagement and outreach programs. These events are used to address and educate the public, while utilizing evidence-based solutions to gang-related crimes in Multnomah County. Unit C collaborates with the US Attorney’s Office the Bureau of Alcohol, Tobacco, Firearms and Explosives to vigorously prosecute the illegal use, possession and transfer of firearms. Hundreds of felony weapons cases are handled by Unit C annually, resulting in both state and federal prosecutions. Unit C is responsible for prosecuting all felony cases that result from unintentional vehicular collisions where serious physical injury or fatalities occur. Unit C attorneys are assigned to the vehicular crimes team and each attorney is on-call to respond to vehicular crashes approximately seven weeks per year. Unit C attorneys spend approximately six hours per incident responding to the scene of a crash and assisting law enforcement with the initial investigation. The program seeks to hold offenders accountable for committing serious person and property crimes and to keep victims protected.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Cases reviewed for prosecution by Unit C	924	950	900	900
Outcome	Percentage of presumptively prison eligible defendants diverted from prison to community supervision	55.4%	55%	55.0%	55.0%

**Performance Measures Descriptions**

For additional MCDA Budget Information:  
<http://mcda.us/wp-content/uploads/2019/02/MCDA-Budget-Informational-Packet-FY-20.pdf>

## 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.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,213,947	\$0	\$2,609,507	\$0
Contractual Services	\$43,000	\$0	\$44,000	\$0
Materials & Supplies	\$18,500	\$0	\$20,900	\$0
<b>Total GF/non-GF</b>	<b>\$2,275,447</b>	<b>\$0</b>	<b>\$2,674,407</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,275,447</b>		<b>\$2,674,407</b>	
<b>Program FTE</b>	12.00	0.00	12.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2020: 15201-20 Unit C

**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 works collaboratively with the state courts and local law enforcement agencies to prosecute all misdemeanor crimes except those involving domestic violence. These misdemeanor crimes include offenses such as driving under the influence of intoxicants (DUII), resisting arrest, assault, sex abuse, theft, prostitution, stalking, trespass, strangulation and disorderly conduct. Cases handled by the Misdemeanor Trial Unit are either diverted to a specialty court program or they are set for trial.

**Program Summary**

Attorneys assigned to the Misdemeanor Trial Unit (MTU) 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 plea entries, sentencings, probation violation hearings, and restitution hearings. MTU attorneys work collaboratively with the Neighborhood and Strategic Prosecution program by prosecuting many of their issued cases. All cases sent to the MTU are presumed to be trials until otherwise stated. For this reason, all files have to be prepared for actual litigation. This includes: verifying that all discovery obligations are met, extending a pretrial plea offer to the defendant, subpoenaing all necessary witnesses for trial, preparing direct and cross examination, assembling all evidence and conferring with victims when applicable. Misdemeanor Trial Unit attorneys must also review, research and respond to all written motions as part of their trial preparation.

Many misdemeanor cases resolve in one of the specialty courts that are staffed by the MTU. 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 accessing social services such as alcohol treatment, drug treatment and mental health services. With thousands of cases processed each year, Community Court offers a cost-effective collaboration between the state courts, prosecution and social service providers. Offenders who decline or are ineligible for Community Court are prosecuted by the attorneys in the MTU. 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.

All misdemeanor Possession of Controlled Substance (PCS) cases are now eligible for the Treatment First Program. This program has drastically reduced the felony-level conviction rate for individuals arrested for drug possession in Multnomah County. As a result of the Treatment First Program, most of the convictions for drug possession in Multnomah County are now occurring at a misdemeanor level.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Misdemeanor cases resolved with a trial	162	650	180	150
Outcome	Misdemeanor cases offered specialty court diversion	3,927	4,500	4,000	3,700

**Performance Measures Descriptions**

For additional MCDA Budget Information: <https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,784,198	\$0	\$1,736,710	\$0
Contractual Services	\$3,000	\$0	\$0	\$0
Materials & Supplies	\$14,000	\$0	\$16,650	\$0
<b>Total GF/non-GF</b>	<b>\$1,801,198</b>	<b>\$0</b>	<b>\$1,753,360</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,801,198</b>		<b>\$1,753,360</b>	
<b>Program FTE</b>	13.00	0.00	11.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2020: 15202-20 Misdemeanor Trial Unit

FTE is reduced by 2.00 FTE Deputy District Attorney 1. One of these positions, Civil Commitment Deputy District Attorney 1, was restored in Program 15202B.

**Department:** District Attorney      **Program Contact:** Kirsten Snowden  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Restores a 1.00 FTE deputy district attorney position previously reduced as part of a 2% budgetary constraint. This position reviews commitment and pre-commitment reports and investigations compiled by Multnomah County Forensic Investigators as part of the Civil Commitment process outlined in ORS 426.095. This position makes appearances on behalf of the committing jurisdiction, coordinates witnesses and presents evidence and argument to the court in connection with involuntary commitment hearings as outlined in ORS 426.095.

**Program Summary**

**Civil commitments:** The deputy district attorney (DDA) in this position receives, reviews, organizes and presents evidence to the court in connection with the involuntary psychiatric civil commitments of persons who are alleged to be mentally ill and are a danger to self, danger to others, or are unable to provide for basic personal needs as necessary for health or safety as those terms are defined in ORS 426.005-426.390.

Civil Commitment proceedings are non-criminal proceedings required by statute (ORS 426.070) when a Circuit Court or community mental health program director or designee receives notice that a local health officer believes a person meets the criteria for involuntary commitment. At these Civil Commitment proceedings the allegedly mentally ill person (AMIP) is represented by counsel, and the has a right to examine treating physicians, and cross-examine all witnesses, evidence and persons conducting evaluations. The DDA in this position represents the "State's interest" and presents all evidence and arguments to the court; to include civilian witness testimony and the testimony of psychiatric experts.

By law a civil commitment hearing must be held within five judicial days of a hold initiated under ORS 426.070. These hearings are conducted at various hospitals and psychiatric facilities located throughout the county. They are not conducted in the courthouse where the DA's Office is located. Commonly the DDA in this position will travel to more than one facility per day to participate in these hearings. Due to an increased population with mental health issues, the workload requirements for this position has increased greatly. Due to the firm time constraints on when these hearings must occur, these hearings also commonly last in excess of the standard 8-hour working court day.

These civil obligations can be fulfilled by other county entities. Continued funding/ capacity reductions to MCDA, combined with the priority to pursue primary criminal core obligations that cannot be delegated to another county department, mean that if this 1.00 FTE position hadn't been restored, MCDA would have been unable to continue this civil function.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of ORS 426.070 holds reviewed	2,028	N/A	2,000	2,000
Outcome	Number of Civil Commitment proceedings conducted	315	N/A	325	325

**Performance Measures Descriptions**

NEW - Number of ORS 426.070 holds reviewed  
 NEW - Number of Civil Commitment proceedings conducted - MCDA's current case tracking system does not allow it to track the number of civil commitment hearings conducted. MCDA began hand counting civil commitment hearings in January 2019.

## Legal / Contractual Obligation

ORS 426.005-426.390 requires by law that after a commitment proceeding is initiated a community mental health program director or designee will initiate an investigation, and that if based on said investigation a hold is placed, within 5 judicial days of said hold a representative of the "state's interest" must present evidence to the court establishing by clear and convincing evidence the criteria set out in 426.005 et al. These civil obligations can be fulfilled by other county entities.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$156,405	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$156,405</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$156,405</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

### Last Year this program was:

This is a new program offer submitted to restore a 1.00 FTE DDA previously reduced as part of a 2% budgetary constraint. As stated above, these hearings are non-criminal, but statutes do require a party to represent the "state's interest" and present evidence on behalf of the county at these hearings.



**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 Pretrial Unit is responsible for reviewing and issuing all misdemeanor cases other than those involving domestic violence. Pretrial attorneys also handle all 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 and body-worn camera case processing.

**Program Summary**

The Pretrial Unit recently merged with the Misdemeanor Intake Unit to increase supervision efficiencies and to improve misdemeanor case issuing quality by eliminating case review by legal interns. Pretrial attorneys and staff receive daily case packets, which include police reports documenting misdemeanor crimes as well as other supporting documents, from law enforcement agencies throughout Multnomah County. These case packets are delivered to Pretrial twice each morning for attorneys to review. Pretrial receives approximately 1000 cases a month for review. All in-custody misdemeanor cases must be reviewed and a charging decision made by 12:00 p.m. each business day so the court can process the cases for arraignment. The number of custody cases received averages 20 to 40 on week days, with the exception of Monday when the number of cases can reach upwards of 80 cases received due to police activity over the weekend. After a holiday weekend, the custody reports to review can approach 70 to 100 cases. Other than misdemeanor case issuing, Pretrial provides a variety of important functions within the Multnomah County District Attorney's Office including felony arraignments, civil litigation, post-conviction relief and appeals. The Pretrial Unit also works with the governor's office in fugitive and extradition matters. All public records requests are handled by Pretrial, which includes preparing public records orders that resolve disputes between members of the public and local governmental agencies relating to access to the agency's records. The number of public records appeals has increased by 40% since 2016. Pretrial also provides administration for all three grand jury panels in Multnomah County by working with the chief criminal presiding judge to ensure all grand jurors are provided the support necessary for their four-week term. Pretrial handles all applications for expungement of records. Applicants who qualify to have their arrest and or conviction set aside may overcome obstacles that have previously prevented them from obtaining employment and or housing. In addition, the stigma of having a conviction is erased as soon as the court formally orders the conviction or arrest erased.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Misdemeanor cases reviewed for prosecution	13,762	12,500	12,500	12,328
Outcome	Number of applications received to set aside criminal convictions	2,218	1,900	1,900	2,250

**Performance Measures Descriptions**

For additional MCDA Budget Information: <https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,938,823	\$0	\$2,905,554	\$0
Contractual Services	\$52,000	\$0	\$31,200	\$0
Materials & Supplies	\$31,000	\$0	\$37,659	\$0
<b>Total GF/non-GF</b>	<b>\$3,021,823</b>	<b>\$0</b>	<b>\$2,974,413</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,021,823</b>		<b>\$2,974,413</b>	
<b>Program FTE</b>	23.10	0.00	21.10	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2020: 15204-20 Pretrial

FTE is reduced by 2.00 (Deputy District Attorney 1 and Office Assistant 2).

**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 (CDDA) who provides leadership, policy direction, long and short range planning and daily operational oversight for Division III. This Division includes Unit A/B-Property Crimes, Drugs/Human Trafficking, Unit D-Violent Person Crimes, the Neighborhood DA Program/MCJRP and the Post-Conviction Unit.

**Program Summary**

The CDDA of Division III is a member of senior level management with specific division level responsibilities to provide leadership, policy direction, strategic planning, problem solving and daily operational oversight for the division, which directly affects the lives and safety of community members in Multnomah County. The CDDA has direct and daily oversight responsibility for deputy district attorney staff working in felony trial units: Unit A/B - Property Crimes, Drugs/Human Trafficking, Unit D - Violent Person Crimes, the Neighborhood DA Program/MCJRP and the Post-Conviction Unit.

The Chief Deputy also meets weekly to staff cases to determine appropriate and consistent pretrial resolutions for defendants facing mandatory minimum sentencing on indicted charges. The Division III CDDA also prosecutes aggravated murder and murder cases.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total number of Property Crime, Drug Crime, Violent Crime, and Pre-Trial Felony cases reviewed	3,675	3,502	3,818	3,600
Outcome	Total number of Property Crime, Drug Crime, Violent Crime, and Pre-Trial Felony cases issued	2,251	2,121	2,300	2,250
Outcome	Total number of Property Crime, Drug Crime, Violent Crime, and Pre-Trial Felony cases resolved	1,659	1,969	2,154	2,155

**Performance Measures Descriptions**

For additional MCDA Budget Information:

<https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$329,761	\$0	\$332,492	\$0
Contractual Services	\$11,100	\$0	\$12,000	\$0
Materials & Supplies	\$7,300	\$0	\$7,500	\$0
Internal Services	\$24,278	\$0	\$30,024	\$0
<b>Total GF/non-GF</b>	<b>\$372,439</b>	<b>\$0</b>	<b>\$382,016</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$372,439</b>		<b>\$382,016</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2020: 15300-20 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/B, the felony trial unit designated to handle property crimes, human trafficking and drugs, protects victims of trafficking, assists victims of property crimes and in most cases diverts those individuals struggling with drug addiction to specialty courts and diversion programs aimed at treatment rather than prison. Crimes prosecuted include compelling and promoting prostitution, fraud and criminal mistreatment targeting the elderly, auto theft, forgery, identity theft, white collar crime and delivery of heroin and methamphetamines and fatal overdoses caused by these drugs.

**Program Summary**

Unit A/B participates in a number of progressive programs aimed at diverting persons away from prison and into treatment. Most repeat property and drug offenders may avoid presumptive prison sentences by agreeing to intensive supervision and treatment through the Multnomah County Justice Reinvestment Program (MCJRP). Prosecutors in this unit meet with offenders in judicial settlement conferences to assess their needs. Working with community justice partners and the courts, this unit tailors probationary sentence opportunities aimed at reducing recidivism while keeping the community safe. Input with regard to case resolution is sought from victims in every property crime case. Assigned prosecutors seek restitution on behalf of victims of these property crimes.

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.

Another program specifically for those with drug addiction, is called Treatment First. Participants in this program are treated in lieu of criminal prosecution. The DISP program (DUII Intensive Supervision Program) is also administered in this unit. Repeat drunk drivers are given the opportunity for court supervised alcohol treatment in lieu of prison as long as they commit to the terms of the program which includes zero tolerance for alcohol and strict restrictions on driving privileges.

In addition to treatment for drug users, this unit plays a key role in the local drug control strategy aimed at dealers by reducing the supply of drugs through enforcement and prosecution.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Cases Issued	2,916	3,000	2,916	3,000
Outcome	Percentage of presumptively prison eligible defendants (drug) diverted from prison to community supervision	73.4%	88%	78%	78%
Outcome	Percentage of presumptively prison eligible defendants (property) diverted from prison to community supervision	73.3%	75%	75%	75%

**Performance Measures Descriptions**

Output- The number of cases for which a charging document has been created in this unit.

Outcome- Percentage of presumptively prison eligible defendants diverted from prison to community supervision

For additional MCDA Budget Information:

<https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

## 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.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>
Personnel	\$3,327,497	\$63,661	\$3,526,011	\$136,545
Contractual Services	\$1,000	\$0	\$2,000	\$0
Materials & Supplies	\$43,250	\$5,838	\$49,000	\$0
Internal Services	\$0	\$11,657	\$0	\$19,110
<b>Total GF/non-GF</b>	<b>\$3,371,747</b>	<b>\$81,156</b>	<b>\$3,577,011</b>	<b>\$155,655</b>
<b>Program Total:</b>	<b>\$3,452,903</b>		<b>\$3,732,666</b>	
<b>Program FTE</b>	20.08	0.42	20.00	0.50

<b>Program Revenues</b>				
Intergovernmental	\$0	\$75,318	\$0	\$155,655
Beginning Working Capital	\$0	\$5,838	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$81,156</b>	<b>\$0</b>	<b>\$155,655</b>

## Explanation of Revenues

This program generates \$19,110 in indirect revenues.

\$77,666 Child Abuse Multidisciplinary Intervention (CAMI) Grant Program, Oregon Department of Justice/Crime Victim and Survivor Services Division, State

\$77,989 Criminal Justice Commission Specialty Court Grant Program, Federal through State.

## Significant Program Changes

Last Year this program was: FY 2020: 15301-20 Unit A/B - Property/Drugs/Human Trafficking

**Department:** District Attorney      **Program Contact:** Don Rees  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Felony trial Unit D prosecutes cases involving violent person crimes committed against non-related victims and survivors including aggravated murder and other criminal homicides, sexual assaults, kidnapping, weapon assaults and official misconduct. These cases involve some of the most serious or highest level offenders.

**Program Summary**

Deputy district attorneys (DDAs) in this unit work in close cooperation with federal, state and local law enforcement agencies to prosecute some of the most serious, dangerous, violent and upsetting conduct that occurs in Multnomah County. The program protects community members from grave harm and holds offenders accountable through the prosecution of crimes involving aggravated murder, other types of homicide, aggravated assault, kidnap, sexual assaults including rape and child pornography. Additionally, in cooperation with a variety of law enforcement and other agencies, this program investigates and, when appropriate, prosecutes cases involving official misconduct of public officials. The program is a key partner in the East County Major Crimes Team which targets and responds to the most serious crimes in the East County communities. Through its inter-agency cooperation, collaboration, and prosecution efforts, this program is a key part of holding high and medium level offenders accountable for committing serious person crimes. When appropriate, offenders are offered probation in lieu of presumptive prison sentences and receive mental health and addiction treatment under court supervision as an alternative to incarceration.

The DDAs in this unit are some of the most highly skilled trial attorneys in the office that have experience in complex legal issues. Routinely, they are called to the scene of homicides and serious assaults at all hours of the night during the week and weekends throughout the county. These DDAs provide legal counsel and investigation direction to law enforcement to ensure the integrity of the case and to safeguard the rights of the victim and the accused. Because of the sensitive, personal, violent and upsetting nature of the crimes prosecuted in Unit D, the deputy district attorneys in this program have specialized training to assist survivors and victims cope with the trauma caused by offenders and to ensure victims and survivors have a voice in the criminal justice process. A victim advocate is assigned to each case in Unit D supporting the survivors and victims and working closely with the case prosecutor. Meetings with survivors and victims typically occur before the case is formally indicted and continue through case resolution. Survivors and victims have the opportunity to provide input at the various stages of case prosecution including pretrial release considerations, settlement negotiations and sentencing hearings.

These DDAs are involved in several policy efforts to try and make our community free of violence and hate.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percentage of presumptively prison eligible defendants diverted from prison to community supervision	50.8%	45%	52%	52%
Outcome	Percentage of cases with a crime victim/sexual assault survivor	91.3%	95%	92%	92%

**Performance Measures Descriptions**

For additional MCDA Budget Information:

<https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

## 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.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,553,564	\$0	\$1,753,079	\$235,458
Contractual Services	\$107,000	\$0	\$110,000	\$0
Materials & Supplies	\$26,100	\$0	\$29,200	\$0
Internal Services	\$0	\$0	\$0	\$54,438
<b>Total GF/non-GF</b>	<b>\$1,686,664</b>	<b>\$0</b>	<b>\$1,892,279</b>	<b>\$289,896</b>
<b>Program Total:</b>	<b>\$1,686,664</b>		<b>\$2,182,175</b>	
<b>Program FTE</b>	8.00	0.00	8.00	1.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$289,896
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$289,896</b>

## Explanation of Revenues

This program generates \$54,438 in indirect revenues.  
\$289,896 Bureau of Justice Assistance - Sexual Assault Kit Elimination

## Significant Program Changes

Last Year this program was: FY 2020: 15304-20 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 Strategic Prosecution and Services Unit works directly with community members, advocates, community groups, neighborhood associations, business owners and 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. The Strategic Prosecution and Services Unit deputy district attorneys (DDAs) prosecute felony and misdemeanor cases throughout the county with a focus on chronic offenders. These DDAs work to find individual solutions for chronic offenders. Additionally, this unit is also responsible for all prosecution functions of the Multnomah County Justice Reinvestment Program.

### 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 Strategic Prosecution and Services prosecutors are strategically located at Central Precinct, the Gresham Police Department and TriMet.

Specialized prosecutors are contracted with the Lloyd Business District and TriMet to prosecute crimes and solve crime problems specific to those entities. Each Strategic Prosecution DDA is responsible for working with police, other government agencies, businesses and members of our community 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 in an effort to close neighborhood drug houses. As mentioned, this unit seeks to improve livability for community members who are impacted by criminal conduct in their neighborhoods. This includes seeking to reduce harmful behaviors that are considered quality-of-life crimes such as drinking, camping, graffiti, drugs, prostitution, property damage and neighborhood auto theft that cause community members harm and stress. This unit focuses on chronic offenders to find customized solutions to break their offending cycle which adversely impacts other community members.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Cases/search warrants/police reports reviewed	6,500	6,500	7,200	7,200
Outcome	Neighborhood DAs problem solving contacts: citizens, law enforcement, businesses, and neighborhood assocs.	18,000	24,000	18,000	21,600

### Performance Measures Descriptions

For additional MCDA Budget Information: <https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

## 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.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$971,886	\$979,880	\$1,141,774	\$999,892
Materials & Supplies	\$11,700	\$0	\$15,200	\$0
Internal Services	\$0	\$34,999	\$0	\$33,816
<b>Total GF/non-GF</b>	<b>\$983,586</b>	<b>\$1,014,879</b>	<b>\$1,156,974</b>	<b>\$1,033,708</b>
<b>Program Total:</b>	<b>\$1,998,465</b>		<b>\$2,190,682</b>	
<b>Program FTE</b>	5.71	4.72	5.74	4.71

Program Revenues				
Intergovernmental	\$0	\$665,349	\$0	\$676,296
Other / Miscellaneous	\$25,000	\$334,530	\$20,000	\$357,412
Beginning Working Capital	\$0	\$15,000	\$0	\$0
<b>Total Revenue</b>	<b>\$25,000</b>	<b>\$1,014,879</b>	<b>\$20,000</b>	<b>\$1,033,708</b>

## Explanation of Revenues

This program generates \$33,816 in indirect revenues.

\$676,296 Justice Reinvestment Grant Program, Oregon Criminal Justice Commission, State

\$75,000 Neighborhood District Attorney Program, Agreement with Lloyd Enhance Services District (ESD), Local

\$282,413 Neighborhood District Attorney Program, Intergovernmental Agreement with Tri-County Metropolitan Transportation District of Oregon (TriMet), Local

\$20,000 Sex Buyers Accountability and Diversion (SBAD) Program, Intergovernmental Agreement with City of Portland, Local

## Significant Program Changes

Last Year this program was: FY 2020: 15308A-20 Neighborhood DA Program / MCJRP

**Department:** District Attorney

**Program Contact:** Paul Weatheroy

**Program Offer Type:** Administration

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The 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, and federal law enforcement, other government and community organizations throughout the county. This division includes a staff of 6.5 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 district attorney investigators and the Victims Assistance Program, comprised of 17 paid victim advocates and approximately 40 Sexual Assault Volunteer Advocates (SAVAs).

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, LGBTQ, homeless and other vulnerable populations that have been victims in Multnomah County. District attorney 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.

For additional MCDA Budget Information: <https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of cases assigned a victim advocate	3,196	3,600	3,500	3,600
Outcome	Subpoenas Issued	3,341	4,550	3,400	3,500
Outcome	Subpoenas Served	2,800	4,450	3,150	3,300

### Performance Measures Descriptions

76% of victims who completed surveys report that: The information provided by the VAP helped them to better understand the criminal justice process as it relates to their case. The information provided by the VAP helped them better understand their rights as a victim of crime. The services provided by the VAP helped them make informed decisions about their situation.

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$201,912	\$0	\$203,812	\$0
Materials & Supplies	\$4,000	\$0	\$3,750	\$0
Internal Services	\$24,798	\$0	\$27,220	\$0
<b>Total GF/non-GF</b>	<b>\$230,710</b>	<b>\$0</b>	<b>\$234,782</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$230,710</b>		<b>\$234,782</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2020: 15400-20 Division IV Administration

**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 victim advocate is a champion for the victim during various stages of the criminal justice process. The primary goal of the Victim Assistance Program and Restitution Recovery Program is to make the criminal justice system more responsive to individual citizens, particularly to victims of crime. It is the philosophy of the office that every effort be made to provide victims a meaningful role throughout the process and involvement at every 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 overall criminal justice system as well as how individual stages apply to their situation. Victim advocates act as a liaison between diverse stakeholders including law enforcement, attorneys, government and community agencies, and victims of crime. They translate highly complex and technical information about the criminal justice process in a trauma-informed manner to best help victims. This includes the rights afforded to them under the Oregon Constitution, safety planning, short-term crisis intervention, court accompaniment; coordinated advocacy and referrals to an array of services and resources and guiding victims through the prosecution process so that they can make informed decisions.

All named victims with defendants 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. The District Attorney's Office provides an average of 30,000 victims' rights notifications each year.

The program also provides 24-hour on-call response to accompany victims and survivors of sexual assault to the hospital during law enforcement interviews and forensic medical examinations. The program carries out this effort with a team of paid staff and over 40 volunteers. This immediate crisis intervention service provides critical information and resources to survivors of sexual assault during the early stages of investigation. This allows survivors to make the most informed choices throughout this difficult process. The immediate response is followed by ongoing support and advocacy throughout the investigation and prosecution of the case.

In addition to the above services, the program has been involved in establishing several other programs: U visa certification, Witness Intimidation Support Program, Sexual Assault Response Team, Untested Sexual Assault Kit Project, Multnomah County Justice Reinvestment Project, Human Trafficking Team and prosecution services at the Gateway Center for Domestic Violence Services.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of victims of crime assigned a victim advocate on cases	4,549	N/A	3,904	3,904
Outcome	Number of services contacts provided to victims of crime by Victim Assistance Program	81,619	N/A	102,128	113,475

### Performance Measures Descriptions

NEW Output Measure - from "number of cases assigned" to "number of victims of crime assigned a victim advocate" to recognize that many cases have multiple individuals who have been victimized.

NEW Outcome Measure - from "number of court appearances" to "number of services contacts provided" in order to more accurately capture the variety of services provided including information about the criminal justice system, crime victim rights, referrals to services, assistance with restitution, and safety planning.

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$535,078	\$1,112,382	\$348,707	\$1,293,846
Contractual Services	\$2,000	\$45,040	\$6,000	\$28,856
Materials & Supplies	\$26,100	\$4,595	\$29,200	\$7,716
Internal Services	\$0	\$201,680	\$0	\$236,327
<b>Total GF/non-GF</b>	<b>\$563,178</b>	<b>\$1,363,697</b>	<b>\$383,907</b>	<b>\$1,566,745</b>
<b>Program Total:</b>	<b>\$1,926,875</b>		<b>\$1,950,652</b>	
<b>Program FTE</b>	5.64	11.36	3.46	12.54

Program Revenues				
Intergovernmental	\$0	\$1,362,412	\$0	\$1,566,745
Beginning Working Capital	\$0	\$1,285	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,363,697</b>	<b>\$0</b>	<b>\$1,566,745</b>

## Explanation of Revenues

This program generates \$236,327 in indirect revenues.

\$470,099 Criminal Fine Account (CFA) Grant, Oregon Department of Justice/Crime Victim and Survivor Services Division, State

\$1,037,065 Victims of Crime Act (VOCA) Grants, Oregon Department of Justice/Crime Victim and Survivor Services Division, Federal through State

\$58,154 VOCA Funding Initiatives Competitive Grant/Oregon Department of Justice/ Crime Victim and Survivor Services Division

\$1,427 VOCA Support Services & Training

## Significant Program Changes

**Last Year this program was:** FY 2020: 15401-20 Victims Assistance Program

FTE is reduced by 2.00 to meet General Fund constraint (1.00 Victim Advocate and 1.00 Restitution Clerk). Program 15401C restores the 1.00 FTE Victim Advocate.

**Department:** District Attorney      **Program Contact:** Paul Weatheroy  
**Program Offer Type:** Existing Operating Program      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

In FY 2019 the VAP was reduced by 3 FTE, which included one Victim Advocate who provided specialized services to victims of youth offenders. This position was partially restored through new VOCA grant funding.

Restores 1.00 FTE of a Victim Advocate position. This advocate position provides services on average to over 300 victims of crime each year that are associated with cases issued by the office. In addition to assigned cases, advocates serve a number of victims and survivors who do not have open cases with the office

### Program Summary

Victim advocates work directly with crime victims to explain the overall criminal justice system as well as how individual stages apply to their situation. Victim advocates act as a liaison between diverse stakeholders including law enforcement, attorneys, government and community agencies, and victims of crime. They translate highly complex and technical information about the criminal justice process in a trauma-informed manner to best help victims. This includes the rights afforded to them under the Oregon Constitution, safety planning, short-term crisis intervention, court accompaniment; coordinated advocacy and referrals to an array of services and resources and guiding victims through the prosecution process so that they can make informed decisions.

On average, each advocate in the program serves just over 300 victims on issued cases each year. Additionally, there are a number of victims and survivors who are served by the program who do not have cases that are charged.

The role of an advocate is relationship based and can require a great deal of time to build rapport, meaningfully connect with victims and establish trust in a system that they may face great barriers to accessing.

Victims from traditionally underserved populations or who face significant barriers need additional assistance to access services and supports to cope with the impacts of being victimized. Advocates are often the first to learn about tampering, witness intimidation and new crimes that are being committed.

Currently the program is able to offer an array of services with bilingual and bicultural staff.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of victims of crime assigned a victim advocate on cases	4,549	N/A	3,904	3,904
Outcome	Number of services contacts provided to victims of crime by Victim Assistance Program	81,619	N/A	102,128	113,475

### Performance Measures Descriptions

NEW Output Measure - from "number of cases assigned" to "number of victims of crime assigned a victim advocate" to recognize that many cases have multiple individuals who have been victimized.

NEW Outcome Measure - from "number of court appearances" to "number of services contacts provided" in order to more accurately capture the variety of services provided including information about the criminal justice system, crime victim rights, referrals to services, assistance with restitution, and safety planning.

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$102,361	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$102,361</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$102,361</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was:



**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 Investigations Unit assists deputy district attorneys in the investigation of cases and performs other functions ancillary to court proceedings such as the service of subpoenas, preparation of court exhibits, interviewing witnesses, transporting victims and witnesses to court, and the gathering and protecting of evidence. Investigators are under the general supervision of the chief investigator and are directly employed by the District Attorney.

**Program Summary**

The Investigations Unit is staffed by one chief investigator and 6.5 FTE experienced investigators. Investigators are utilized in the juvenile, and trial divisions of the Multnomah County District Attorney’s Office. Investigators work closely and in cooperation with federal, state and local law enforcement agencies and deputy district attorneys to provide investigation services for felony and misdemeanor cases. The program provides case specific evidence gathering and evaluation, location of witnesses, witness interviews and transport for testimony, court testimony, video redaction of 911 tapes and video evidence, background investigations and personal service of subpoenas that require witness court appearance. Investigations are a crucial and integral part of the prosecution of all criminal investigations.

The Investigations Unit provides support in criminal prosecutions which directly affect the lives and safety of children, teens, families, LGBTQ, houseless and other vulnerable populations that have been victims in Multnomah County. Investigators perform all of the duties listed above and other critical tasks needed to support deputy district attorneys and help them protect the community and hold defendants accountable.

Furthermore, communities of color have historically been underserved in Multnomah County. We have assembled a diverse, gifted, caring and committed investigative team, reflective of the community we serve. Over 50% of our team includes People of Color.

Investigators are sometimes required to provide security for the district attorney, deputy district attorneys, other court personnel, or witnesses who have been threatened by hostile subjects.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Subpoenas Issued	3,341	4,550	3,400	3,500
Outcome	Subpoenas Served	2,800	4,450	3,150	3,300

**Performance Measures Descriptions**

For additional MCDA Budget Information: <https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$337,536	\$433,087	\$346,965	\$471,039
Materials & Supplies	\$25,750	\$0	\$30,750	\$0
Internal Services	\$49,329	\$31,269	\$75,454	\$0
<b>Total GF/non-GF</b>	<b>\$412,615</b>	<b>\$464,356</b>	<b>\$453,169</b>	<b>\$471,039</b>
<b>Program Total:</b>	<b>\$876,971</b>		<b>\$924,208</b>	
<b>Program FTE</b>	2.59	3.41	2.57	3.43

Program Revenues				
Intergovernmental	\$0	\$464,356	\$0	\$471,039
<b>Total Revenue</b>	<b>\$0</b>	<b>\$464,356</b>	<b>\$0</b>	<b>\$471,039</b>

## Explanation of Revenues

\$413,142 Investigations, Intergovernmental Agreement with City of Portland, Local  
\$57,897 Investigations, Intergovernmental Agreement with City of Gresham, Local

## Significant Program Changes

**Last Year this program was:** FY 2020: 15402-20 Investigations

The chief investigator is a member of the Multnomah County Threat Assessment Team (MCTAT), which is a multi-disciplinary team, including professionals from local, state, and federal law enforcement, mental health organizations and representatives from local universities and community colleges. MCTAT identifies and helps manage threats against organizations and members of our community.

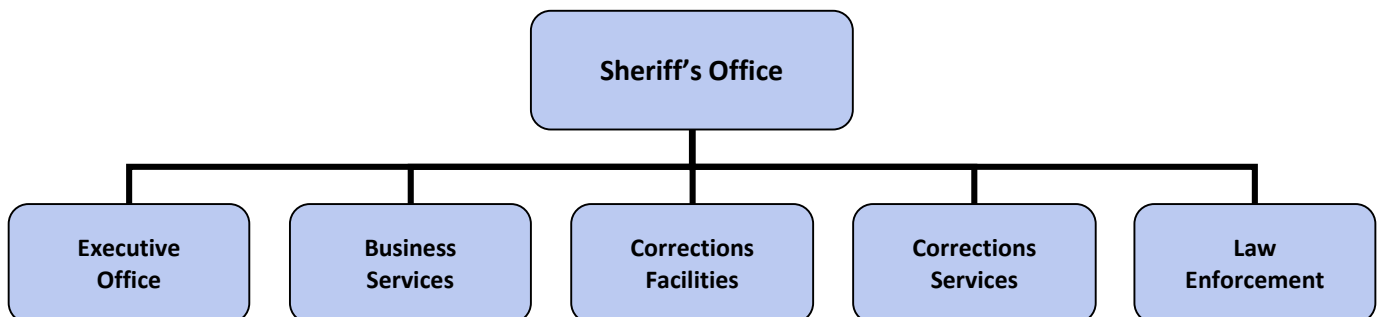
### Department Overview

The Multnomah County Sheriff's Office (MCSO) is committed to providing exceptional service, underscoring its values of dignity, respect, and fairness. Whether providing services to the public, responding to public safety calls for service, or managing the jail population, the community can expect professional and respectful service regardless of one's socio-economic status, religious beliefs, personal beliefs, race, ethnicity, gender identity, sexual orientation, or immigration status.

Under the management of the Law Enforcement Division, the community depends on well-trained deputies patrolling land and waterways, enforcing laws, conducting search and rescue operations, responding to emergencies, investigating criminal offenses, working collaboratively with the community and partner agencies, and managing the civil process. The Law Enforcement Division provides services to the County's unincorporated areas and contract cities, and the more than three million visitors annually to the Columbia River Gorge. MCSO's HOPE Team will continue innovative and collaborative approaches working toward improved community livability and better outcomes for individuals who are experiencing homelessness.

The MCSO Corrections Services and Facilities Divisions oversee the operations of the Multnomah County Detention Center and Inverness Jail, services at the downtown and East County Courthouses, security at other County facilities, as well as all corrections programs. The jail capacity is budgeted for 1,117 jail beds in FY 2021. MCSO continues to collaborate with State courts and system partners to provide incarcerated persons with mental health and addiction treatment services, court transportation services, and release transition assistance. MCSO conducts risk assessments and provides appropriate services at time of booking into MCSO facilities. The goal is to provide specific medical assistance for improved patient outcomes, shortened jail stays, and programs that provide alternatives to traditional incarceration.

The Business Services Division supports MCSO operations by directing strategic initiatives, ensuring accurate data and technology solutions, prudent management of MCSO resources, and provision of programs to serve the public.



# Budget Overview

The FY 2021 Sheriff's Office (MCSO) budget is \$164.1 million, a \$4.8 million (3.0%) increase from the FY 2020 budget. The General Fund accounts for 89.3% of the total budget, and General Fund expenses increased by \$6.3 million (4.5%). Other Funds decreased by \$1.4 million (-7.5%). The increase from FY 2020 is largely due to personnel costs even though MCSO had a net decrease of 6.13 FTE. Personnel increases are primarily due to the annual salary, benefit, and cost of living increases. These factors were slightly offset by the non-represented wage freeze, which is a freeze on the Cost of Living Adjustment for all non-represented positions and a freeze on merit increases for non-represented positions earning over \$100,000. For MCSO, the wage freeze resulted in \$474,679 of General Fund savings.

Originally, the FY 2021 Proposed budget maintained the FY 2020 budgeted jail capacity at 1,192 jail beds by backfilling a reduction in State Community Corrections Senate Bill 1145 (SB 1145) funding for the FY 2019-2021 biennium. However, the Board made reductions in the Adopted budget as part of the public safety reform efforts. To this effect, a total of \$1.7 million was reduced, including closing Inverness Jail (MCIJ) Dorm 13 (60330B) by reducing 3.64 FTE. MCIJ Dorm 13 housed 75 beds, so the budgeted jail capacity is reduced from 1,192 to 1,117 beds for FY 2021. The other reductions include the following:

- 3.64 FTE corrections deputies in Booking & Release (60305A) \$465,000
- Overtime in MCDC Core Jail & 4th Floor (60310A) \$488,344
- 1.00 FTE Corrections Counselor in Inmate Programs (60430) \$116,385
- 0.35 FTE of the General Fund portion of the Corbett School Resource Deputy (60535) \$57,000

The budget includes \$184,608 in new ongoing funding for East County Facility Security Officers (60415F), which were eliminated in the FY 2020 budget. One-time-only funding of \$441,640 was included for MCDC Detention Electronics (60315). When combined with DCA's related program offer 78221, the budget for this project is \$2.8 million. Jail Radios (60302) were funded in the amount of \$577,625, of which \$500,000 is one-time-only. A full list of programs funded as one-time-only can be found in the Budget Director's Message.

Budget Trends	FY 2019	FY 2020	FY 2020	FY 2021	Difference
	Actual	Current	Adopted	Adopted	
		Estimate	Budget	Budget	
Staffing FTE	815.85	809.77	808.35	802.22	(6.13)
Personnel Services	\$123,309,398	\$128,245,615	\$126,723,571	\$130,316,973	\$3,593,402
Contractual Services	3,417,795	4,458,732	992,246	4,480,326	3,488,080
Materials & Supplies	5,711,070	3,588,652	8,782,329	5,681,960	(3,100,369)
Internal Services	19,180,144	21,441,502	21,745,202	22,868,055	1,122,853
Capital Outlay	<u>179,031</u>	<u>434,044</u>	<u>998,970</u>	<u>737,099</u>	<u>(261,871)</u>
<b>Total Costs</b>	<b>\$151,797,438</b>	<b>\$158,168,545</b>	<b>\$159,242,318</b>	<b>\$164,084,413</b>	<b>\$4,842,095</b>

Due to the transition to a new ERP system, some services are now budgeted in different ledger categories.

## Successes and Challenges

MCSO has successfully implemented innovative programs, process improvements, and created new approaches to tackle chronic problems. Michael Reese became the Multnomah County Sheriff in August 2016, bringing with him a vision and proven record of leadership grounded in 28 years of Oregon law enforcement experience. His commitment to transparency, fairness, effective communication, collaboration, and sound stewardship of public resources are the cornerstones of his leadership philosophy.

The Sheriff's Office has implemented new approaches to hiring to meet the increasing demands of filling vacancies. Two strategies that MCSO has employed include hiring Deputy Sheriffs from other agencies as lateral transfers, as well as establishing a roadmap for Corrections Deputies to become Deputy Sheriffs. Hiring has been more challenging for Corrections Deputy vacancies in part due to fewer qualified candidates applying for public safety jobs, which is reflective of a national trend. To overcome the difficult hiring environment, MCSO has ramped up its recruiting and hiring efforts to fill vacant positions. Employee training continues to be one of the Sheriff's highest priorities, and as such, has ensured that the Training Unit has resources needed to develop new courses, expand online training, and uphold mandated training standards. The mandates include new Department of Public Safety Standards and Training (DPSST) requirements that all sworn Corrections personnel must receive 84 hours of additional training over a three-year training plan.

MCSO's law enforcement and corrections functions are threatened by serious challenges. Specifically, MCSO continues to operate the County's jail system in a climate of decreasing resources, decreased capacity, increased demands on the system for alternative treatments and programs, inflexible facilities, and a jail population that has increasingly higher needs and is incarcerated for more serious crimes. Concurrently, justice system partners continue to rely upon the Sheriff's Office to effectively triage, house, and treat adults that come into the Multnomah County jail facilities, despite the current demands placed on the system.

Other challenges facing MCSO include adjusting its law enforcement and corrections systems to successfully address the inherently complex issues of homelessness, mental illness, substance use, and gun violence. MCSO's HOPE Team works collaboratively with individuals experiencing homelessness, the community and governmental partners to address issues of homelessness and achieve better outcomes. MCSO has developed innovative approaches, including the Navigator Program, to address the issues of mental illness and substance use experienced by the adults in custody.

## Diversity, Equity, and Inclusion

Multnomah County Sheriff's Office is committed to workplace diversity and equity and to maintaining the highest standards for ethical and professional behavior. MCSO, as an agency, is dedicated to integrating greater diversity into its hiring, promotional and staffing practices and to providing its employees with expanded opportunities for future professional growth. The Sheriff's Office remains dedicated to the core tenets of procedural justice, treating all persons with dignity, respect, and fairness, regardless of race, national origin, gender, age, religion, mental illness or physical disability, economic or any other status.

During FY 2020, the Sheriff's Office hired and promoted 86 employees and of these, 40% identified as female and 29% identified as People of Color. Of the 21 employees promoted, 24% identified as female and 19% identified as People of Color. Of the 65 employees hired in FY 2020, 45% identified as female and 32% identified as People of Color. MCSO, in the dedicated effort to evaluate ways in which it can increase the diversity of its employees and provide better services to the public, has hired an Equity and Inclusion Manager to lead those efforts.

## Budget by Division

Division Name	FY 2021 General Fund	Other Funds	Total Division Cost	Total FTE
Executive Office	\$5,446,488	\$0	\$5,446,488	28.00
Business Services	18,515,908	1,123,174	19,639,082	71.17
Corrections Facilities Division	69,292,141	9,965,273	79,257,414	393.12
Corrections Services Division	27,988,531	2,352,677	30,341,208	179.43
Law Enforcement Division	<u>25,228,467</u>	<u>4,171,754</u>	<u>29,400,221</u>	<u>130.50</u>
<b>Total Sheriff's Office</b>	<b>\$146,471,535</b>	<b>\$17,612,878</b>	<b>\$164,084,413</b>	<b>802.22</b>

## Executive Office

The Office of the Sheriff is committed to providing Multnomah County exceptional public safety services through a professional, well-trained and respectful workforce. 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 partners to ensure Multnomah County is at the forefront of best practices in public safety service. The Office prioritizes business efficiencies, improved service levels, and cost savings, which provide broad benefit to the community, MCSO, Multnomah County government, and its allied agencies.

The Sheriff has established four basic tenets that drive the Office in providing service to the community. These tenets are 1) a commitment to public safety, 2) earning and keeping community trust, 3) creating a positive work environment, and 4) ensuring sound fiscal stewardship at all levels within MCSO. The Sheriff is committed to transparency, cooperation, collaboration, and fairness in MCSO's operations and administration. He consistently engages public and private partners in dialogue and discussion on topics of concern. These discussions allow for collaborative problem solving with vested stakeholders and ensure all parties are informed on matters of mutual interest. Additionally, the Sheriff is dedicated to community outreach, which includes soliciting public comment prior to enacting policy, results in establishing confidence, trust and support from the communities served.

## Significant Changes

There are no significant changes for the Executive Office Division.

### Business Services

The Business Services Division (BSD) oversees multiple administrative units that support MCSO Operations and the Sheriff's Executive Office. BSD includes the Fiscal Unit, Logistics Unit, Training Unit, Planning and Research Unit, the CJIS (IT) Unit, Law Enforcement Support Units, and Communications Unit. In addition to the management of these units that serve as the backbone of the agency, BSD is responsible for the integration of standards and best practices in agency business processes, and agency-wide innovations and initiatives, one of which is the MCSO Employee Wellness Program. All BSD efforts will be geared toward ensuring that MCSO employees have the resources and support to optimally perform their work, and thereby be able to provide exceptional service to the public. BSD oversees the Fiscal Unit, which is responsible for the professional management and utilization of all funds allocated to MCSO. The Planning and Research Unit provides accurate data to facilitate 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 CJIS Unit provides innovative technology solutions to over 3,000 users across a wide range of platforms. The Training Unit prepares, delivers, and tracks training for all employees to ensure compliance and certification requirements are met, as well as provides skills training and professional development training for all MCSO members. The Logistics Unit manages the agency's fleet and property and evidence. The Communication Unit manages messaging and information sharing.

### Significant Changes

There are no significant changes in the Business Services Division.



### Corrections Facilities Division

The Corrections Facilities Division is comprised of 1,117 budgeted jail beds managed through two facilities; the Multnomah County Detention Center (MCDC), which is located in downtown Portland and includes booking and release operations, and the Multnomah County Inverness Jail (MCIJ) which is located in east Portland. Additionally, this division oversees the Corrections Records Unit which processes releases, transports, court orders, and approximately 31,000 new bookings annually.

The Corrections Facilities Division strives to deliver professional, compassionate services, and ensure appropriate safety and security, when providing care and supervision of adults in custody. The foundation of a safe environment for staff and adults in custody is a comprehensive intake process for arrestees, which involves Corrections Deputies, Multnomah County Corrections Health personnel, and various other MCSO personnel. Information obtained through this process guides decisions with respect to the most appropriate housing for adults in custody. This process also allows for efficient coordination with community service providers to assist in facilitating successful re-entry into the community.

The corrections environment presents challenges, in part due to the increase in adults experiencing addiction and mental health crisis, efficient collaboration of support staff, program staff, and medical personnel is critical in successfully connecting individuals with rehabilitation and transition services.

### Significant Changes

- The Adopted budget closed MCIJ Dorm 13 (75 beds) by cutting 3.64 FTE from MCIJ Dorms 12 & 13 (60330B) and reduced overtime in MCDC Core Jail & 4th Floor (60310A). A chart showing a history of the budgeted jail bed capacity is shown on the next page.
- MCSO renegotiated the contract with the US Marshal's Office to increase the per diem rate to house and care for US Marshal prisoners. The successful outcome has increased the per diem rate from \$128 to \$185.
- State Funding for Senate Bill 1145 (SB 1145) was reduced for the FY 19-21 biennium. In FY 2020, General Fund contingency was used to keep the Multnomah County Inverness Jail Dorm 15 open. The FY 2021 General Fund budget backfills the funding of Dorm 15 (60330I), which houses 73 beds.
- The FY 2021 budget funds \$577,625 for the replacement of hand held jail radios (60302) used by Corrections Division members. The current radios have become obsolete and are no longer supported by the vendor.
- 1.00 FTE Lieutenant in MCDC Core Jail & 4th Floor (60310A) is being eliminated in the FY 2021 budget in order to fund the Gun Dispossession/VRO Detail (60555) in the Law Enforcement Division.
- The Adopted budget reduced Booking & Release (60305A) by \$465,000 by cutting 3.64 FTE.

# Corrections Services Division

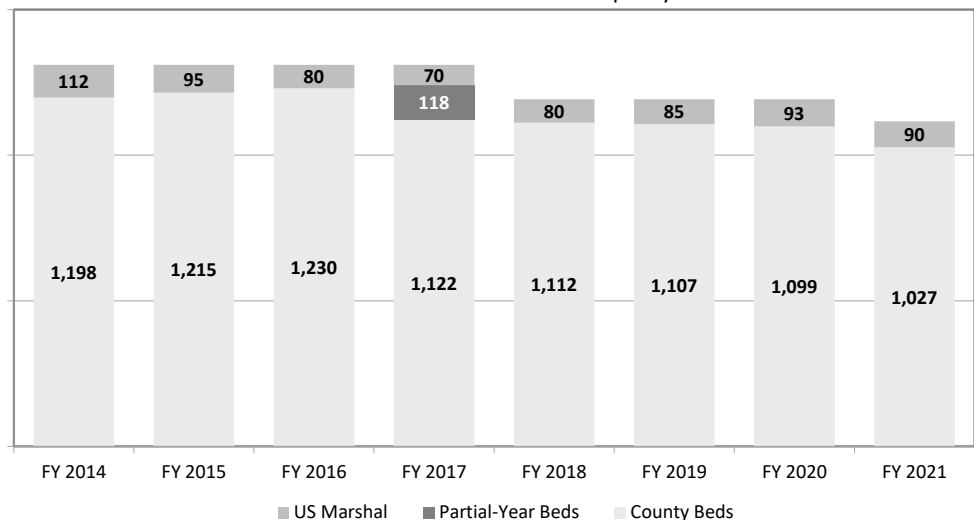
The Corrections Services Division includes several specialized units focused on utilizing creative, efficient solutions to deliver quality, cost-effective service to the community. The Auxiliary Services Unit supports agency-wide operations by ensuring adequate supplies are received and distributed to multiple facilities, while also providing commissary, laundry, and property storage services for adults in custody. The Facility Security Unit provides secure access and information services to citizens, employees, and the judiciary at several Multnomah County facilities. Utilizing an objective jail classification tool, the Classification Unit determines appropriate housing for adults in custody and allows for maximum access to programs and services. The Programs Unit provides a variety of services to adults in custody, including access to education, mental health and substance use resources, and housing and employment services, which are designed to aid in a successful transition back into the community. The Close Street Supervision Unit is an intensive pre-trial supervision program that effectively manages individuals in the community while they are proceeding through the court process. The Court Services Unit provides a variety of public safety services including courtroom security, working with the judiciary to ensure adults in custody are present for court hearings, as well as managing the weekend Turn Self In program. The Transport Unit ensures that adults in custody are transported to and from court hearings, as well as to other jurisdictions. The efficient collaboration of these units directly support the daily operations of the agency, as well as the overall public safety system.

# Significant Changes

The FY 2021 budget has restored 2.00 FTE Facility Security Officers at the East County Courthouse (60415F), for which the funding was cut in the FY 2020 budget. However, the positions were not eliminated in FY 2020 as the work continues.

The Adopted budget cut 1.00 Corrections Counselor in Inmate Programs (60430).

Sheriff's Office Jail Bed Capacity



### Law Enforcement Division

The Law Enforcement (LE) Division provides 24/7 public safety services to the community in both urban and rural settings in unincorporated Multnomah County and the cities of Wood Village, Maywood Park, Troutdale, and Fairview. The Patrol Unit responds to over 30,000 calls for service across more than 431 square miles of land and 110 miles of waterways in the County. Additionally, the more than three million visitors who travel to Multnomah County national scenic and recreation areas rely on the LE Division for safety and security. LE Deputy Sheriffs are the first responders to the remote 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 (HOPE), East Metro Gang Enforcement Team, Special Investigations Narcotics Enforcement Team, Vehicle Crimes Team, SWAT and Rapid Response Teams. 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, dedicated response to Reynolds and Corbett School Districts, River Patrol, Dive Team and Swift Water Rescue, and conducts countywide Search and Rescue services as mandated by statute.

### Significant Changes

The FY 2021 budget funds the restoration of the Gun Dispossession/VRO Detail (60555). The work is critical to maintain the safety of MCSO's communities, and as such, the Sheriff's Office is funding the program by eliminating a 1.00 FTE Lieutenant in the Corrections Facilities Division and reallocating the funds.

The FY 2021 budget added 1.00 FTE Community Resource Deputy (60535) funded by a contract with the City of Troutdale.

The Adopted budget reduced the General Fund portion of the Corbett School Resource Deputy position by \$57,000 and 0.35 FTE in School & Community Resource Officers (60535).

### 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 2021 General Fund	Other Funds	Total Cost	FTE
<b>Executive Office</b>					
60100	Executive Office	\$1,537,486	\$0	\$1,537,486	6.00
60110	Human Resources	1,644,904	0	1,644,904	10.00
60111	Time & Attendance Unit	647,875	0	647,875	5.00
60120	Professional Standards	1,616,223	0	1,616,223	7.00
<b>Business Services</b>					
60200	Business Services Admin	1,550,272	0	1,550,272	1.00
60205	Criminal Justice Information Systems	7,188,461	0	7,188,461	7.00
60210	Fiscal Unit	1,282,312	0	1,282,312	8.67
60213A	Logistics Unit	728,183	0	728,183	4.00
60220	Planning & Research Unit	688,483	0	688,483	4.00
60221	Communications Unit	456,025	0	456,025	3.00
60225	Enforcement Division Support	2,985,607	0	2,985,607	27.00
60230	Alarm Program	0	236,000	236,000	1.50
60235	Concealed Handgun Permits	1,341	799,554	800,895	4.00
60250A	Training Unit	3,635,224	87,620	3,722,844	11.00
<b>Corrections Facilities Division</b>					
60300	Corrections Facilities Admin	903,274	0	903,274	2.00
60302	Jail Radios	577,625	0	577,625	0.00
60305A	Booking & Release	9,219,120	0	9,219,120	55.60
60305B	Gresham Temporary Hold	169,467	0	169,467	0.00
60310A	MCDC Core Jail & 4th Floor	16,123,113	0	16,123,113	61.72
60310B	MCDC 5th Floor	4,530,843	0	4,530,843	25.48
60310C	MCDC 6th Floor	2,438,237	0	2,438,237	14.04
60310D	MCDC 7th Floor	3,997,412	0	3,997,412	27.30
60310E	MCDC 8th Floor	2,320,844	0	2,320,844	16.38
60311	Clinic Escort Deputies	235,162	0	235,162	2.00
60315	MCDC Detention Electronics	441,640	0	441,640	0.00
60330A	MCIJ Dorms 10, 11 & 18	11,445,233	8,732,818	20,178,051	75.20

Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
<b>Corrections Facilities Division cont.</b>					
60330B	MCIJ Dorms 12 & 13	3,042,896	0	3,042,896	16.38
60330C	MCIJ Dorm 14	1,172,642	0	1,172,642	5.46
60330D	MCIJ Dorms 16 & 17	662,707	0	662,707	3.64
60330E	MCIJ Dorms 6 & 7	2,483,529	0	2,483,529	14.56
60330F	MCIJ East Control Center	1,154,355	0	1,154,355	7.28
60330G	MCIJ Dorm 8	808,270	0	808,270	5.46
60330H	MCIJ Dorm 9	542,104	0	542,104	3.64
60330I	MCIJ Dorm 15 Restored	1,084,251	0	1,084,251	7.28
60340	MCIJ Work Crews	1,463,171	1,070,089	2,533,260	11.40
60345	CERT/CNT	200,613	0	200,613	0.00
60350	HB3194 Justice Reinvestment - Escorts	0	162,366	162,366	1.30
60360	Corrections Support	4,275,633	0	4,275,633	37.00
<b>Corrections Services Division</b>					
60400	Corrections Services Division Admin	639,220	0	639,220	2.00
60405	Transport	3,530,574	0	3,530,574	16.00
60410A	Court Services - Courthouse	4,783,467	0	4,783,467	23.00
60410B	Court Services - Justice Center	1,198,111	0	1,198,111	7.00
60410C	Court Services - JJC	131,322	0	131,322	1.00
60410D	Turn Self In Program	291,675	0	291,675	2.00
60415A	Facility Security - Courts	1,308,323	827,272	2,135,595	14.60
60415B	Facility Security - Jails	3,011,324	0	3,011,324	22.50
60415C	Facility Security - Library	308,378	0	308,378	3.00
60415D	Facility Security - JJC	190,341	0	190,341	2.00
60415E	Domestic Violence Gateway One Stop	95,171	0	95,171	1.00
60415F	E. County FSO's Restored	184,608	0	184,608	2.00
60420	Classification	3,677,808	0	3,677,808	20.00
60425	MCDC Behavioral Health Team	336,565	0	336,565	2.00
60430	Inmate Programs	3,013,987	0	3,013,987	21.50
60435	Volunteers	131,209	0	131,209	1.00
60440	HB3194 Justice Reinvestment - Program Administrator	0	183,788	183,788	1.00
60445	Close Street	1,307,893	0	1,307,893	7.00

# Sheriff's Office

fy2021 adopted budget

Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
<b>Corrections Services Division cont.</b>					
60450	Warehouse	1,177,926	0	1,177,926	6.60
60455	Property & Laundry	2,670,629	0	2,670,629	20.00
60460	Commissary & Inmate Welfare	0	1,341,617	1,341,617	4.23
<b>Law Enforcement Division</b>					
60500	Enforcement Division Admin	769,530	0	769,530	2.00
60505	Patrol	14,942,807	177,000	15,119,807	61.75
60510	Civil Process	1,655,920	0	1,655,920	8.00
60515A	River Patrol	2,109,722	835,937	2,945,659	12.50
60520	Detectives and Elder Abuse	2,426,400	44,676	2,471,076	12.15
60521	In-Jail Human Trafficking	209,909	0	209,909	1.00
60525	Special Investigations Unit	1,283,186	240,000	1,523,186	7.00
60530	TriMet Transit Police	0	1,654,747	1,654,747	9.00
60535	School & Community Resource Officer Program	1,274,804	53,900	1,328,704	7.65
60540	Homeless Outreach and Programs Engagement (HOPE) Team	338,699	0	338,699	2.00
60545	Gang Enforcement Deputy	0	544,714	544,714	3.00
60550	Hornet Trail Rescue and Wilderness Law Enforcement Services Team	20,730	0	20,730	0.00
60555	Gun Dispossession/VRO Detail Restoration	196,760	0	196,760	1.00
60565	Metro Unit	0	620,780	620,780	3.45
<b>Total Sheriff's Office</b>		<b>\$146,471,535</b>	<b>\$17,612,878</b>	<b>\$164,084,413</b>	<b>802.22</b>

\*The above amounts include the non-represented wage freeze, which is a freeze on the Cost of Living Adjustment for all non-represented positions and a freeze on merit increases for non-represented positions earning over \$100,000. The wage freeze resulted in \$474,679 of General Fund savings and \$18,523 Other Funds savings. The Other Funds reduction was offset by an increase in other personnel expenditures so that the total appropriations remained unchanged.

**Department:** Sheriff **Program Contact:** Michael Reese  
**Program Offer Type:** Administration **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Executive Office, led by the Sheriff, is committed to providing Multnomah County exceptional public safety, applying all available resources, and ensuring sound management practices and accountability for MCSO operations. The Sheriff works cooperatively and collaboratively with all county, city, state, federal, and private partners to achieve shared goals and implement innovative programs. Additionally, the Sheriff provides leadership, guidance and direction to MCSO members to impart the values of service to the community and a commitment to excellence.

**Program Summary**

The Sheriff and his Executive Team are dedicated to the philosophy of continuous improvement, accountability, transparency and service to the public. This is put in practice by collaboration with public and private partners, open communication, a diverse and respectful workplace, implementing operational best practices, and achieving business efficiencies through innovation. The collaborative, innovative work model engenders improved service to the community and efficiencies and cost savings for Multnomah County. The Sheriff promotes organizational transparency by including community and governmental partners in program and policy development, specifically ensuring a public review process for policy development.

The Sheriff's Office provides professional law enforcement services by employing data-driven decision making across the four MCSO Divisions; Law Enforcement, Corrections Facilities, Corrections Services, and Business Services. The Sheriff oversees the disbursement of all funds granted to MCSO. His careful oversight and stewardship of these funds is accomplished through the professional and highly-experienced Fiscal Unit. The Fiscal Unit advises the Sheriff regarding prudent resource management and budget oversight.

The Sheriff has strong partnerships with regional public officials which translate into mutual understanding, shared respect, and collective strategies for the public safety priorities that span jurisdictional lines. Additionally, the Sheriff maintains open lines of communication with Multnomah County Government Executives regarding the activities and direction of the MCSO. The Sheriff's Chief of Staff works directly with the Board of Commissioners and the staff of their Offices, is involved in the State of Oregon's Legislative process to ensure that MCSO has input and awareness of legislation impacting the County, and interfaces with the public on behalf of MCSO. The Sheriff's Communications Unit provides information to MCSO employees, the County Executives, and the public regarding activities within MCSO as well as public safety events and concerns that affect County residents and visitors.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Community Trust: Number of policies reviewed by stakeholders	7	15	15	15
Outcome	Community Trust: Number of communication mediums employed this year	6	6	6	6
Outcome	Fiscal Responsibility: Number of MCSO / County budget meetings this year	11	12	12	12
Outcome	Positive Work Environment: Number of MCSO Managers Meetings this year	12	12	12	12

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,002,834	\$0	\$1,075,520	\$0
Contractual Services	\$36,632	\$0	\$36,632	\$0
Materials & Supplies	\$144,765	\$0	\$144,765	\$0
Internal Services	\$390,065	\$0	\$280,569	\$0
<b>Total GF/non-GF</b>	<b>\$1,574,296</b>	<b>\$0</b>	<b>\$1,537,486</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,574,296</b>		<b>\$1,537,486</b>	
<b>Program FTE</b>	6.00	0.00	6.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60100-20 Executive Office



**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 all of the Sheriff's Office's staffing functions. The Sheriff's Office has three unions that represent its members, is a 24/7 workplace, conducts 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of leave requests (Admin/LOA/FMLA/OFLA/WC/Military) processed	582	800	758	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 HR also continues to address inappropriate sick time usage. The number of paid parental leave requests have increased substantially.

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,581,769	\$0	\$1,501,985	\$0
Contractual Services	\$12,124	\$0	\$12,124	\$0
Materials & Supplies	\$28,099	\$0	\$28,099	\$0
Internal Services	\$119,977	\$0	\$102,696	\$0
<b>Total GF/non-GF</b>	<b>\$1,741,969</b>	<b>\$0</b>	<b>\$1,644,904</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,741,969</b>		<b>\$1,644,904</b>	
<b>Program FTE</b>	11.00	0.00	10.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2020: 60110-20 Human Resources

In FY 2020, 1.00 FTE was reallocated from this program offer to the Time & Attendance Unit (60111).

**Department:** Sheriff **Program Contact:** Jennifer Ott

**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 auditing, error correction, entry research, payslip analysis, and support to management and employees. This ensures that all 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 auditing function is critical to the Sheriff's Office as over 80% of the entire MCSO Budget is paid out through salaries and benefits.

**Program Summary**

The Time & Attendance Unit is responsible for auditing the time and leave entry information for over 800 Sheriff's Office employees. The Unit's tasks are magnified by undertaking the critical responsibility of accurately auditing and applying Union contract, Agency, and County rules with State and Federal laws, while ensuring the time entry accuracy of employees working a wide variety of schedules, shifts, work classifications and changing assignments within a 24/7, 365-day environment. The Unit performs daily time audits before and after the payroll cycle is run to ensure all employees are accurately compensated for their work effort. This refined audit reports to management potential discrepancies before they result in inaccurate compensation made to our employees.

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 one component of the Sheriff's Office's system of 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 time and leave entries are always accurate. This efficiency translates into cost savings for the County by ensuring accuracy and accountability and supporting employee morale, in part, by providing MCSO members with accurate and reliable information related to their pay and leave on a timely basis.

During Fiscal Year 2019, the County ceased to use SAP and implemented Workday as the new County Enterprise System (ERP), introducing an entirely new Human Capital Management (HCM) system, including time entry and approval requirements for the County, including the Sheriff's Office. With the change to employee-based time entry, it has been realized the increased need for auditing and payslip review. The Time & Attendance has also adopted the support role for staff and management who request training and guidance within the new ERP. This Units staff also provides payslip analysis for staff to better understand their time and pay.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total hours audited per year	1,796,596	1,900,000	1,800,000	1,800,000
Outcome	Number of manual checks issued	129	N/A	200	180

**Performance Measures Descriptions**

New measures: "Total hours audited per year" is the number of hours entered by all MCSO staff during the Fiscal Year. The "Number of manual checks issued" for FY19 Actual is a low estimate due to Workday go-live in early 2019. The manual check counts include paper checks and electronic checks that were direct deposited.

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$443,499	\$0	\$593,726	\$0
Materials & Supplies	\$14,895	\$0	\$14,895	\$0
Internal Services	\$62,251	\$0	\$39,254	\$0
<b>Total GF/non-GF</b>	<b>\$520,645</b>	<b>\$0</b>	<b>\$647,875</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$520,645</b>		<b>\$647,875</b>	
<b>Program FTE</b>	4.00	0.00	5.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2020: 60111A-20 Time & Attendance Unit

In FY 2020, 1.00 FTE was reallocated from Human Resources (60110) to this program offer.

**Department:** Sheriff **Program Contact:** Eric (Harry) Smith  
**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 MCSO's 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total audits of Agency properties and assets, and total inquiries	102	92	110	100
Outcome	Number of processed complaints that required a full IAU investigation	22	38	24	24
Outcome	Percent of new sexual abuse allegations assessed within 48 hours to determine the need for a formal investigation	100%	100%	100%	100%
Output	Number of OSHA, Blood-borne Pathogen, Respirator Training classes	17	18	19	18

### 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,396,544	\$0	\$1,419,467	\$0
Contractual Services	\$23,338	\$0	\$23,338	\$0
Materials & Supplies	\$85,643	\$0	\$85,643	\$0
Internal Services	\$124,014	\$0	\$87,775	\$0
<b>Total GF/non-GF</b>	<b>\$1,629,539</b>	<b>\$0</b>	<b>\$1,616,223</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,629,539</b>		<b>\$1,616,223</b>	
<b>Program FTE</b>	7.00	0.00	7.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2020: 60120-20 Professional Standards



**Department:** Sheriff **Program Contact:** Kezia Wanner  
**Program Offer Type:** Administration **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Business Services Division (BSD) oversees seven professional units, each supportive of MCSO Law Enforcement, Corrections, and the Office of the Sheriff. 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 Division are focused on providing exceptional service to visitors and residents of Multnomah County.

**Program Summary**

The BSD mission includes the primary objective of providing exceptional support across MCSO’s divisions and to the Sheriff, as well as to Multnomah County Government, the public, and partner agencies. The Division oversees the Fiscal Unit which is responsible for the professional stewardship of all funds allocated to MCSO. This is accomplished through management oversight of business processes, proper business controls in place, and collaboration with our partner County departments. The Planning and Research Unit collects, analyzes, and reports key data that enables agency data-driven decision making. Planning and Research work closely with allied state and regional agencies to develop data resources that informs the operational decisions of MCSO Law Enforcement, Corrections, and Administration. The Law Enforcement Records Unit archives and retrieves investigative information in support of a 24/7 enforcement effort throughout the year. The Communications Unit ensures proactive messaging and information sharing for our internal and external audiences. The Criminal Justice Information System (CJIS) Unit provides IT support for MCSO, specifically supporting technology solutions for over 3,000 users across a wide range of platforms. The Training Unit develops and delivers training to ensure compliance and certification requirements are met, as well as provides skills and professional development training for MCSO's sworn and civilian employees. The Logistics Unit provides secure management of property and evidence and skillful stewardship of our fleet.

The Division manages the MCSO Community Budget Advisory Committee (CBAC) through regularly-scheduled business meetings and is a point of contact for regional, state and federal allies supportive of collaborative public safety programs and approaches. BSD focuses on developing partnerships and innovative opportunities with other agencies and organizations in order to maximize the benefit to the public. The Division works closely with the Sheriff on agency-wide initiatives, vision, and direction, to ensure that MCSO operations and administration perform in concert with the Sheriff's priorities and are consistent with the values of Multnomah County government.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Performance Measures Met within Division	89%	90%	90%	92%
Outcome	MCSO Employee Wellness Program Goals Underway	N/A	5	6	8

**Performance Measures Descriptions**

MCSO Employee Wellness Goals is a new performance measure.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$372,694	\$0	\$380,869	\$0
Contractual Services	\$13,233	\$0	\$13,233	\$0
Materials & Supplies	\$1,123,638	\$0	\$1,123,638	\$0
Internal Services	\$123,507	\$0	\$32,532	\$0
<b>Total GF/non-GF</b>	<b>\$1,633,072</b>	<b>\$0</b>	<b>\$1,550,272</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,633,072</b>		<b>\$1,550,272</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,359,535	\$0	\$1,363,842	\$0
<b>Total Revenue</b>	<b>\$1,359,535</b>	<b>\$0</b>	<b>\$1,363,842</b>	<b>\$0</b>

Explanation of Revenues

General Fund:  
 \$1,363,842 - Departmental Indirect Revenue

Significant Program Changes

Last Year this program was: FY 2020: 60200-20 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 private 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 the internal users and partner agency users, all needing access to the Sheriff's Warrant and Inmate 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 MCSO's website. MCSO's CJIS is a partner with Multnomah County District Attorney IT, Multnomah County IT, and Regional Justice Information Network (RegJIN) all working collaboratively to benefit MCSO's agencies and customers. The Unit supports 715 desktop / laptop PCs, 300 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 be available and ensure sustainability of its service, MCSO CJIS operates a Helpdesk which serves all users as quickly and efficiently as possible to ensure continuity of operations. Additionally, the CJIS Unit supports the technology and applications that allow staff to manage MCSO's inmate population, from tablets used for language interpretation to data sharing for inmate phone and kiosk systems.

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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of work orders completed	2,456	3,500	2,736	3,000
Outcome	Average time to complete work orders (hours)	79	80	80	80

**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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,362,311	\$0	\$1,413,033	\$0
Contractual Services	\$21,693	\$0	\$21,693	\$0
Materials & Supplies	\$613,397	\$0	\$613,397	\$0
Internal Services	\$5,066,624	\$0	\$5,140,338	\$0
<b>Total GF/non-GF</b>	<b>\$7,064,025</b>	<b>\$0</b>	<b>\$7,188,461</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$7,064,025</b>		<b>\$7,188,461</b>	
<b>Program FTE</b>	7.00	0.00	7.00	0.00

Program Revenues				
Service Charges	\$8,440	\$0	\$8,440	\$0
<b>Total Revenue</b>	<b>\$8,440</b>	<b>\$0</b>	<b>\$8,440</b>	<b>\$0</b>

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 2020: 60205-20 Criminal Justice Information Systems

**Department:** Sheriff **Program Contact:** Michelle Myers

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

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The MCSO Fiscal Unit provides comprehensive financial services to the Multnomah County Sheriff's Office in support of the agency's public safety operations and also has responsibility for the Sheriff's Office procurement function. The Sheriff's Office has over a \$150 million dollar annual budget which is funded from a variety of sources including County general fund; State and Federal grants; intergovernmental agreements; service fees; and through policing service agreements with local jurisdictions.

**Program Summary**

The Fiscal Unit gathers financial data, enters and processes transactions through the County financial system, conducts analysis, and reports financial information to the management team so that strategic operational decisions can be made. The Fiscal Unit makes certain that funds are available for running the agency's operating programs and documents their use by providing key financial services including: budget development, modification and monitoring; fiscal projections; accounts receivable and payable; the Inmate Accounting System; contract development and monitoring; procurement; grant accounting; travel and training processing; as well as monitoring County internal service reimbursements.

The Fiscal Unit provides crucial monthly financial reports to management and information for the County's annual audit. Oregon budget law, County financial policies, County administrative procedures and internal controls are implemented and administered by the Fiscal Unit. The Fiscal Unit works with the Planning & Research Unit and the Executive Office in providing information to the public.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent of payments over 60 days	7.0%	8.0%	5.0%	6.0%
Outcome	Number of accounts payable payments made	4,314	4,000	5,000	5,000

**Performance Measures Descriptions**

County policy is to have payments made within 30 days of invoice, the data is from SAP on actual payment date versus invoice date. The Outcome measure of payments made reflects the volume of checks processed by the unit with the outcome of vendors paid.

## Legal / Contractual Obligation

Assist in the contract development and procurement process as well as provide accounting and time information reports on contracts, grants and IGA's for the Sheriff's Office.

ORS Chapter 294 — County and Municipal Financial Administration

ORS 206.020 Keeping records of and disposition of fees.

ORS 294.085 Examining books and papers of county officers.

ORS 297.515 County audits include judicial and law enforcement agencies and officers

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,268,346	\$0	\$1,217,227	\$0
Materials & Supplies	\$16,355	\$0	\$16,355	\$0
Internal Services	\$88,757	\$0	\$48,730	\$0
<b>Total GF/non-GF</b>	<b>\$1,373,458</b>	<b>\$0</b>	<b>\$1,282,312</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,373,458</b>		<b>\$1,282,312</b>	
<b>Program FTE</b>	8.67	0.00	8.67	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2020: 60210-20 Fiscal Unit

**Department:** Sheriff  
**Program Offer Type:** Support  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Jordan Bryant  
**Program Offer Stage:** As Adopted

**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 238 vehicles, utilizing a variety of vendors including coordination with the County Shops. The Logistics' Evidence Section is responsible for the safe keeping of evidence and the public's property and then returning property to the rightful owner; the unit returns approximately \$25,000 in unclaimed cash to the General Fund annually. Along with the Fleet and Property duties, Logistics ensures that equipment, supplies and uniform needs are met for Public Safety personnel so that they can then perform their duties and tasks at an optimal level. They also coordinate radio template upgrades, activation and deletion of Mobile Data Computers & 800 MHz radios with COMNET, a necessary part of the emergency communications within the Portland Metro area. Logistics is an integral support for both the Law Enforcement and Corrections operational functions in the Sheriff's Office. Functions such as fleet, radio and evidence handling are critical to operations.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of evidence exhibits received, processed and bar-coded	7,000	17,000	7,500	8,000
Outcome	Number of cases closed and disposed	5,250	5,500	6,500	7,000
Output	Number of vehicle movements for maintenance and repair	1,203	1,200	1,250	1,300

**Performance Measures Descriptions**

"...evidence exhibits received, processed and bar-coded" and "...cases closed and disposed" from internal evidence database and LPT. "Vehicle movements for maintenance and repair" data from an internal database, provided by LPT. With the addition of contract city of Fairview, Vehicles and vehicle movements as well as evidence articles are increased for FY18 and FY19.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$494,257	\$0	\$528,203	\$0
Materials & Supplies	\$13,420	\$0	\$13,420	\$0
Internal Services	\$135,703	\$0	\$186,560	\$0
<b>Total GF/non-GF</b>	<b>\$643,380</b>	<b>\$0</b>	<b>\$728,183</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$643,380</b>		<b>\$728,183</b>	
<b>Program FTE</b>	4.00	0.00	4.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60570-20 Logistics Unit

In FY 2020 the Logistics Unit was moved from the Law Enforcement Division to the Business Services Division, which includes 4.00 FTE.

<b>Department:</b>	Sheriff	<b>Program Contact:</b>	Jon Harms Mahlandt
<b>Program Offer Type:</b>	Support	<b>Program Offer Stage:</b>	As Adopted
<b>Related Programs:</b>			
<b>Program Characteristics:</b>			

### Executive Summary

The Planning and Research Unit provides critical research and data analysis to 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 data collection, 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 better-informed policy decisions, facilitate 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, enabling the Sheriff's Office to leverage the most appropriate data and resources and resulting in a more informative product for use by local public safety decision-makers. The breadth of work accomplished by the Planning and Research Unit is vast, and includes on-going projects include reporting monthly jail statistics, providing law enforcement with reliable crime statistics and analysis, and evaluating new MCSO operational efforts.

Additionally, the Planning and Research Unit provides critical support to agency operations through the development of data collection tools. The 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.

Finally, the Planning and Research Unit is highly effective at driving critical, time sensitive analyses in support of diverse operational and administrative needs, both internally and externally. Accurate analyses and reporting provided by the Unit result in cost-saving outcomes for the Sheriff's Office and, by extension, Multnomah County.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Internal data requests (within MCSO)	207	130	246	230
Outcome	Percent of total requests completed on time	95%	95%	93%	95%
Output	External data requests	50	35	50	50

### Performance Measures Descriptions

These are three new performance measures. Data from the newly developed internal P&R Unit Request Tracking System.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$607,059	\$0	\$650,659	\$0
Materials & Supplies	\$6,370	\$0	\$6,370	\$0
Internal Services	\$49,358	\$0	\$31,454	\$0
<b>Total GF/non-GF</b>	<b>\$662,787</b>	<b>\$0</b>	<b>\$688,483</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$662,787</b>		<b>\$688,483</b>	
<b>Program FTE</b>	4.00	0.00	4.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60220-20 Planning & Research Unit

In FY 2020, the Planning & Research Unit was combined with the Communications Unit under the new Strategic Services Section



**Department:** Sheriff **Program Contact:** Jon Harms Mahlandt  
**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

The Communications Unit is the bridge that connects people in Multnomah County to the Sheriff's Office, universally engaging members, residents, communities, the intergovernmental arena and the media alike with timely and accurate information. The Communications Team works professionally and effectively with the media and furthers transparency by facilitating public records requests. The Unit is responsive to a large volume of requests, and a wide breadth of issues, associated regulations and the fast pace at which information flows.

### Program Summary

The Sheriff's Office desires to proactively promote understanding among all audiences and tell the public safety story. The Communications Unit covers all aspects of Sheriff Office operations – corrections, law enforcement, and business services – and works with appropriate members throughout the Agency to craft comprehensive and strategic messaging. The Unit thinks creatively and works diligently to develop supporting media materials (e.g. photography, graphics, etc.), before threading together monthly campaigns. The Unit shares information through press releases, articles, social media (Twitter, Facebook), the agency website, podcasts and videos.

The Communications Unit is also responsible for facilitating the Agency's public presence. The Unit has organized events for the community, created presentations for the Board of Commissioner Meetings, and produced statements and op-eds for the Sheriff about community priorities.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Social media posts	1,847	1,700	1,800	1,900
Outcome	Multimedia/Application Development	62	55	50	50

### Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$480,122	\$0	\$425,900	\$0
Materials & Supplies	\$28,800	\$0	\$28,800	\$0
Internal Services	\$1,326	\$0	\$1,325	\$0
<b>Total GF/non-GF</b>	<b>\$510,248</b>	<b>\$0</b>	<b>\$456,025</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$510,248</b>		<b>\$456,025</b>	
<b>Program FTE</b>	3.00	0.00	3.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60115-20 Communications Unit

In FY 2020, the Communications Unit was combined with the Planning & Research Unit under the new Strategic Services Section.

**Department:** Sheriff

**Program Contact:** Francis Cop

**Program Offer Type:** Support

**Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The Enforcement Support Unit plays an integral part in the success of the Law Enforcement Division. The Unit supports enforcement efforts through its Enforcement Records, Civil Support, and Word Processing components. Each component ensures that the activities of the Law Enforcement Division are documented, recorded, and processed such that gleaned information is properly managed and retrievable consistent with governing provisions.

### Program Summary

Within the Enforcement Support Unit, Enforcement Records operates 24/7, throughout the year and receives, processes and maintains law enforcement, warrant, and protective order records for the County and is often the first point of contact for the public, other agencies, and other law enforcement personnel. Accurate and timely processing of requests is critical to the overall success of enforcement operations and has a direct effect on timely arrests, detention of prisoners and public and police officer safety.

Civil Support ensures that the service of court papers and enforcement of court orders such as small claims, divorce papers, subpoenas, child support, restraining orders and eviction papers are dealt with in timely manner and accurately recorded. Civil Support also prepares and tracks Real Property foreclosures and is available to assist the public with civil paperwork.

Word Processing Unit is responsible for preparing accurate and well formatted reports, archiving documentation, and supporting Enforcement Command Staff and investigations. Their responsibilities are critical to the success of enforcement and investigative efforts and supportive of prosecution.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of warrants received and entered	17,882	21,000	21,974	22,000
Outcome	Number of protective orders received and entered	2,949	3,000	3,010	3,100
Output	Number of law enforcement records entered	9,927	15,000	10,574	14,000
Output	Number of LEDS/NCIC records validated (PO, Warrants, Others)	18,256	18,000	19,500	20,000

### Performance Measures Descriptions

Data generated from monthly reports which are compiled from daily tally sheets. "Warrants entered" is verified by a SWIS report. The report numbers issued performance measure is generated out of ReJIN.

## 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, Fairview and Wood Village. (5) Record validation is required monthly by the Oregon State Police and the FBI.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,711,656	\$0	\$2,832,105	\$0
Contractual Services	\$13,988	\$0	\$13,988	\$0
Materials & Supplies	\$77,757	\$0	\$77,757	\$0
Internal Services	\$53,846	\$0	\$61,757	\$0
<b>Total GF/non-GF</b>	<b>\$2,857,247</b>	<b>\$0</b>	<b>\$2,985,607</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,857,247</b>		<b>\$2,985,607</b>	
<b>Program FTE</b>	27.00	0.00	27.00	0.00

Program Revenues				
Fees, Permits & Charges	\$16,000	\$0	\$40,000	\$0
Other / Miscellaneous	\$50,000	\$0	\$22,500	\$0
<b>Total Revenue</b>	<b>\$66,000</b>	<b>\$0</b>	<b>\$62,500</b>	<b>\$0</b>

## Explanation of Revenues

General Fund:  
 \$40,000 - Tow Fees  
 \$22,500 - Report Requests

This amount is based on what was received during the first 6 months of FY 2020.

## Significant Program Changes

Last Year this program was: FY 2020: 60225-20 Enforcement Division Support

**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 Alarms program issues burglary and robbery alarm permits, both for residential and business customers. 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. Additionally reduction of false alarms conserves scarce public safety resources by reducing the time that law enforcement officers have to respond to 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**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY19 Actual</b>	<b>FY20 Budgeted</b>	<b>FY20 Estimate</b>	<b>FY21 Offer</b>
Output	Number of alarm events	3,054	2,900	2,650	2,900
Outcome	Number of false alarms dispatches completed	1,359	1,900	1,130	1,900
Output	Number of new alarm permits issued	762	1,000	1,000	1,000
Output	Number of existing alarm permits renewed	5,099	6,400	5,575	6,400

**Performance Measures Descriptions**

The performance measures for the Alarms Unit are all generated out of CryWolf.

## Legal / Contractual Obligation

Alarm permitting is mandated in Unincorporated by MCC 15.703 and contracts with the cities of Gresham, Fairview, Troutdale, Wood Village and Maywood Park.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>
Personnel	\$0	\$129,469	\$0	\$145,700
Contractual Services	\$0	\$97,358	\$0	\$53,586
Materials & Supplies	\$0	\$2,624	\$0	\$2,624
Internal Services	\$0	\$29,549	\$0	\$34,090
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$259,000</b>	<b>\$0</b>	<b>\$236,000</b>
<b>Program Total:</b>	<b>\$259,000</b>		<b>\$236,000</b>	
<b>Program FTE</b>	0.00	1.50	0.00	1.50

<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$154,000	\$0	\$71,000
Other / Miscellaneous	\$0	\$65,000	\$0	\$133,000
Beginning Working Capital	\$0	\$40,000	\$0	\$32,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$259,000</b>	<b>\$0</b>	<b>\$236,000</b>

## Explanation of Revenues

This program generates \$18,329 in indirect revenues.

Special Ops Fund:

\$32,000 - Carry-over from Fiscal Year 2020

\$26,000 - Alarms Late Fees

\$45,000 - Alarms Permits

\$133,000 - False Alarms Fines

## Significant Program Changes

Last Year this program was: FY 2020: 60230-20 Alarm Program

**Department:** Sheriff **Program Contact:** Francis Cop

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

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The citizens of Oregon have designated certain activities are subject to regulation in order to facilitate a safe and livable community. MCSO's Concealed Handgun Unit equitably administers this program and provides all Multnomah County residents and others in Oregon & Washington who meet the qualifications set forth by Oregon Revised Statutes (ORS) 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 reasons of their employment. Eligibility for Court ID cards is reviewed and tracked in an existing system for issuing cards and tracking 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**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY19 Actual</b>	<b>FY20 Budgeted</b>	<b>FY20 Estimate</b>	<b>FY21 Offer</b>
Output	New/renew concealed handgun permit applications	7,381	8,300	6,720	8,000
Outcome	New/transfer/renewal concealed handgun permits issued	7,282	8,500	7,432	8,000
Outcome	New denials and valid concealed handgun permits revoked	200	225	192	225
Output	Number of Courthouse ID's issued	853	1,000	1,034	1,200

**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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$522,058	\$0	\$528,071
Contractual Services	\$0	\$43,991	\$0	\$45,893
Materials & Supplies	\$1,341	\$78,640	\$1,341	\$75,693
Internal Services	\$1,704	\$95,114	\$0	\$101,964
Capital Outlay	\$0	\$324,647	\$0	\$47,933
<b>Total GF/non-GF</b>	<b>\$3,045</b>	<b>\$1,064,450</b>	<b>\$1,341</b>	<b>\$799,554</b>
<b>Program Total:</b>	<b>\$1,067,495</b>		<b>\$800,895</b>	
<b>Program FTE</b>	0.00	4.00	0.00	4.00

Program Revenues				
Fees, Permits & Charges	\$0	\$375,350	\$0	\$422,168
Beginning Working Capital	\$0	\$585,000	\$0	\$350,000
Service Charges	\$78,880	\$104,100	\$111,157	\$27,386
<b>Total Revenue</b>	<b>\$78,880</b>	<b>\$1,064,450</b>	<b>\$111,157</b>	<b>\$799,554</b>

## Explanation of Revenues

This program generates \$66,431 in indirect revenues.

General Fund:

\$111,157 - Facility Access ID Badges

Special Ops Fund:

\$350,000 - Carry-over from Fiscal Year 2020

\$2,194 - OLCC Fees

\$419,974 - Concealed Handgun Licenses

\$27,386 - In-Person Handgun Safety Classes and On-line Handgun Safety Course

## Significant Program Changes

**Last Year this program was:** FY 2020: 60235-20 Concealed Handgun Permits

In FY 2020, MCSO launched its online Concealed Handgun Licensing program, in which participants can get training and obtain a permit.



**Department:** Sheriff **Program Contact:** Steve Bevens

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

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The MCSO Training Unit provides training for Law Enforcement, Corrections and Civilian staff that is consistent with statutory and policy requirements to meet community and agency expectations. Training Staff work tirelessly to ensure the delivery of up-to-date curricula, supportive of employee responsibilities and training mandates. Preparing lesson plans, obtaining training venues, scheduling classes, identifying instructors, delivering training, recording and tracking of classes and assessing the effectiveness of training are all responsibilities of the Training Unit.

**Program Summary**

The Multnomah County Sheriff's Office Training Unit is responsible for providing training to sworn Law Enforcement and Corrections Deputies to ensure they are well equipped to address community needs and meet certification standards set by the State of Oregon. The Oregon Department of Public Safety Standards and Training (DPSST) and the Oregon Jail Standards set the training requirements and recommendations for the respective public safety personnel to ensure the continued training of all deputies across the state. The Training Unit identifies necessary training, develops curricula in both in-person and online formats, identifies training venues, schedules qualified instructors, maintains class schedules, and delivers training. The Training Unit further records all training delivered and reports the effort back to the State of Oregon. This process ensures that each public safety employee is on track and current for meeting their mandated certification.

The Training Unit prepares a yearly plan that is approved by agency leadership which serves to drive training and inform the agency of upcoming training iterations. The training plan is designed to include mandatory courses of instruction supportive of certification as well as classes which will assist employees with ongoing challenges facing public safety and the community, including policy updates, governing provisions, recognized best practices and skills training that enhances daily performance. Classes are created, prepared, scheduled and delivered to current employees to augment their knowledge and abilities in the proper format including in-person lecture and discussion, hands on scenario and skills training and the MCSO 101 Online Training System. Orientation Training is provided to all new employees. Law Enforcement and Corrections Deputies receive three weeks of instruction including classroom and proficiency training.

The Training Unit's Fiscal Year 2020 training plan is under development and will include the following areas: PREA, Case Law and Policy Updates, Mental Health and Communications, and Incident Command. Mandatory training necessary for State certification will include Firearms Training, Use of Force, Ethics, CPR/First Aid, OSHA and Leadership for supervisors.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Student classroom training hours	15,523	18,242	19,397	20,784
Outcome	Student online training hours	9,387	7,485	8,285	8,465

**Performance Measures Descriptions**

Data from the MCSO Online Training System. FY20 estimate based on having DAY 4 of AIT (which we expect to be cut) and keeping up with current hiring levels through June. FY21 offer is based on having 4 days of AIT for both LE and Corrections, and hiring 50 new deputies which is what we are averaging per year.

## Legal / Contractual Obligation

Basic certification requirement for law enforcement and corrections - Oregon Administrative Rule 259-008-0025 (1)  
Certification requirements for enforcement and corrections supervisors - OAR 259-008-0025 (5) Certification requirements for enforcement and corrections middle managers - OAR 259-008-0025 (6) Law Enforcement members must maintain a certain number and type of training hours under maintenance standards for police; the same standards are now recommended for corrections officers - OAR 259-008-0065 (2) (a, b)

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,934,651	\$70,421	\$3,023,582	\$77,829
Materials & Supplies	\$371,015	\$0	\$371,015	\$0
Internal Services	\$198,908	\$8,549	\$240,627	\$9,791
<b>Total GF/non-GF</b>	<b>\$3,504,574</b>	<b>\$78,970</b>	<b>\$3,635,224</b>	<b>\$87,620</b>
<b>Program Total:</b>	<b>\$3,583,544</b>		<b>\$3,722,844</b>	
<b>Program FTE</b>	10.50	0.50	10.50	0.50

Program Revenues				
Service Charges	\$0	\$78,970	\$0	\$87,620
<b>Total Revenue</b>	<b>\$0</b>	<b>\$78,970</b>	<b>\$0</b>	<b>\$87,620</b>

## Explanation of Revenues

This program generates \$9,791 in indirect revenues.  
\$87,620 - Reimbursement for use of Training Facility

## Significant Program Changes

Last Year this program was: FY 2020: 60250-20 Training Unit

<b>Department:</b>	Sheriff	<b>Program Contact:</b>	Steve Alexander
<b>Program Offer Type:</b>	Administration	<b>Program Offer Stage:</b>	As Adopted
<b>Related Programs:</b>			
<b>Program Characteristics:</b>			

### Executive Summary

Corrections Division facilities 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 considerate processing of arrestees and constitutionally sound supervision of adults in custody 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 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 the public safety system, social conditions and communities. The programs offered hold offenders accountable for their actions, provide opportunities for treatment and provide rehabilitation resources and pro-social cognitive training.

Division Directors are responsible for policy development, the assignment of resources and oversight for all Division functions. They provide effective supervision, coordination and management to the Divisions by 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent performance measurements met in Division	83%	95%	86%	93%
Outcome	Number of new hires in Corrections Division	38	43	40	42

### Performance Measures Descriptions

"Percent performance measures met in Division" represents a summation of total Division performance measures. Does not include Corrections Admin. New hires data from HR.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$486,258	\$0	\$487,948	\$0
Contractual Services	\$291,720	\$0	\$291,720	\$0
Materials & Supplies	\$62,329	\$0	\$62,329	\$0
Internal Services	\$58,931	\$0	\$61,277	\$0
<b>Total GF/non-GF</b>	<b>\$899,238</b>	<b>\$0</b>	<b>\$903,274</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$899,238</b>		<b>\$903,274</b>	
<b>Program FTE</b>	2.00	0.00	2.00	0.00

Program Revenues				
Other / Miscellaneous	\$600	\$0	\$1,200	\$0
Service Charges	\$150	\$0	\$360	\$0
<b>Total Revenue</b>	<b>\$750</b>	<b>\$0</b>	<b>\$1,560</b>	<b>\$0</b>

Explanation of Revenues

General Fund:  
 \$360 - Marriage Fees & Room and Board  
 \$1,200 - Restitution Fines

Significant Program Changes

Last Year this program was: FY 2020: 60300-20 Corrections Facilities Admin

**Department:** Sheriff **Program Contact:** Steve Alexander  
**Program Offer Type:** Innovative/New Program **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

### Executive Summary

MCSO is requesting one-time and ongoing funding to support the purchase of technologies to run its critical operations more effectively and efficiently. The funding will replace obsolete handheld radios, which are required equipment for MCSO Corrections Deputies to perform their jobs. The Sheriff's Office has no funding in its operational budget, nor can it defer the purchases to future years, for the purchase and support of operational technologies; thereby MCSO is requesting funding for this essential purchase from the Board of County Commissioners in FY 2021.

### Program Summary

MCSO's technology decision and priorities are guided by the agency's Technology Strategic Plan and Technology Investment Committee, which meets monthly. To that point, MCSO has identified core technologies, both equipment and systems, that it must purchase or update in order to be able to adequately perform its mandated functions. Critical technology equipment that has been prioritized for immediate purchase is the wholesale replacement of the now obsolete handheld radios used by the Corrections Division members who work at Multnomah County Detention Center and Inverness Jails.

The Sheriff's Office is requesting funding to replace the handheld radios used in its jail facilities which are end of life and no longer supported by the vendor. The radios are critical safety and communications equipment used by the personnel working in the facilities. The contract is managed by the County Electronics Shop and MCSO was only recently made aware of the end of equipment support.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of radios purchased	N/A	N/A	N/A	197
Outcome	Percent of MCSO radios supported by vendor	N/A	N/A	N/A	100%

### Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Materials & Supplies	\$0	\$0	\$577,625	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$577,625</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$577,625</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was:

**Department:** Sheriff **Program Contact:** Jeffery Wheeler  
**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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of standard and in transit bookings processed	30,662	31,000	29,952	30,000
Outcome	Number of releases processed to MCDC	30,217	31,000	29,682	30,000

### Performance Measures Descriptions

The number of bookings processed and the number of releases processed to MCDC are distinct measures. 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$9,223,846	\$0	\$8,971,446	\$0
Contractual Services	\$0	\$0	\$158,541	\$0
Materials & Supplies	\$277,954	\$0	\$88,708	\$0
Internal Services	\$0	\$0	\$425	\$0
<b>Total GF/non-GF</b>	<b>\$9,501,800</b>	<b>\$0</b>	<b>\$9,219,120</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$9,501,800</b>		<b>\$9,219,120</b>	
<b>Program FTE</b>	59.24	0.00	55.60	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2020: 60305A-20 Booking & Release

The Adopted budget reduced \$465,000 and 3.64 FTE.





Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$163,016	\$0	\$169,467	\$0
<b>Total GF/non-GF</b>	<b>\$163,016</b>	<b>\$0</b>	<b>\$169,467</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$163,016</b>		<b>\$169,467</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Service Charges	\$75,694	\$0	\$78,041	\$0
<b>Total Revenue</b>	<b>\$75,694</b>	<b>\$0</b>	<b>\$78,041</b>	<b>\$0</b>

Explanation of Revenues

General Fund:

\$78,041 - Gresham PD's portion of Gresham Temp Hold services. Increased by CPI of 3.1% from last fiscal year's amount.

Significant Program Changes

Last Year this program was: FY 2020: 60305B-20 Gresham Temporary Hold



## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$10,800,614	\$0	\$10,651,741	\$0
Contractual Services	\$8,178	\$0	\$639,787	\$0
Materials & Supplies	\$698,925	\$0	\$61,785	\$0
Internal Services	\$4,444,918	\$0	\$4,769,800	\$0
<b>Total GF/non-GF</b>	<b>\$15,952,635</b>	<b>\$0</b>	<b>\$16,123,113</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$15,952,635</b>		<b>\$16,123,113</b>	
<b>Program FTE</b>	62.72	0.00	61.72	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2020: 60310A-20 MCDC Core Jail & 4th Floor

A 1.00 FTE Lieutenant is being eliminated in the FY 2021 budget in order to fund the Gun Disposition/VRO Detail (60555) in the Law Enforcement Division.

The Adopted budget reduced \$1.2 million across three program offers:  
 Dorm 13 (75 Beds) was closed by cutting 3.64 FTE from MCIJ Dorms 12 & 13 (60330B)  
 1.00 FTE Corrections Counselor in Inmate Programs (60430)  
 Overtime in MCDC - Core Jail & 4th Floor (60310A)



**Department:** Sheriff  
**Program Offer Type:** Existing Operating Program

**Program Contact:** Jeffery Wheeler  
**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 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**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY19 Actual</b>	<b>FY20 Budgeted</b>	<b>FY20 Estimate</b>	<b>FY21 Offer</b>
Output	Average daily inmate population MCDC total	397	400	398	400
Outcome	Inmate and staff assaults	120	140	94	120

**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) and Medium (attempt assault, throw item at person) severity inmate and staff assaults. Note: Low severity assault are now being excluded. 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$4,155,955	\$0	\$4,209,751	\$0
Contractual Services	\$4,089	\$0	\$242,217	\$0
Materials & Supplies	\$289,530	\$0	\$51,402	\$0
Internal Services	\$28,565	\$0	\$27,473	\$0
<b>Total GF/non-GF</b>	<b>\$4,478,139</b>	<b>\$0</b>	<b>\$4,530,843</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$4,478,139</b>		<b>\$4,530,843</b>	
<b>Program FTE</b>	25.48	0.00	25.48	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2020: 60310B-20 MCDL 5th Floor

<b>Department:</b>	Sheriff	<b>Program Contact:</b>	Jeffery Wheeler
<b>Program Offer Type:</b>	Existing Operating Program	<b>Program Offer Stage:</b>	As Adopted
<b>Related Programs:</b>			
<b>Program Characteristics:</b>			

**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 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Average daily inmate population MCDC total	397	400	398	400
Outcome	Inmate and staff assaults MCDC	120	140	94	120

**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) and Medium (attempt assault, throw item at person) severity inmate and staff assaults. Note: Low severity assault are now being excluded. 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,035,840	\$0	\$2,170,661	\$0
Contractual Services	\$2,045	\$0	\$180,641	\$0
Materials & Supplies	\$240,553	\$0	\$61,957	\$0
Internal Services	\$26,235	\$0	\$24,978	\$0
<b>Total GF/non-GF</b>	<b>\$2,304,673</b>	<b>\$0</b>	<b>\$2,438,237</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,304,673</b>		<b>\$2,438,237</b>	
<b>Program FTE</b>	14.04	0.00	14.04	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2020: 60310C-20 MCDL 6th Floor



**Department:** Sheriff **Program Contact:** Jeffery Wheeler  
**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

This offer 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 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Average daily inmate population MCDC total	397	400	398	400
Outcome	Inmate and staff assaults MCDC	120	140	94	120

**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) and Medium (attempt assault, throw item at person) severity inmate and staff assaults. Note: Low severity assault are now being excluded. 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$3,644,774	\$0	\$3,830,972	\$0
Contractual Services	\$2,045	\$0	\$121,109	\$0
Materials & Supplies	\$136,471	\$0	\$17,407	\$0
Internal Services	\$28,096	\$0	\$27,924	\$0
<b>Total GF/non-GF</b>	<b>\$3,811,386</b>	<b>\$0</b>	<b>\$3,997,412</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,811,386</b>		<b>\$3,997,412</b>	
<b>Program FTE</b>	27.30	0.00	27.30	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2020: 60310D-20 MDCDC 7th Floor

**Department:** Sheriff **Program Contact:** Jeffery Wheeler**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 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**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY19 Actual</b>	<b>FY20 Budgeted</b>	<b>FY20 Estimate</b>	<b>FY21 Offer</b>
Output	Average daily inmate population MCDC total	397	400	398	400
Outcome	Inmate and staff assaults MCDC	120	140	94	120

**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) and Medium (attempt assault, throw item at person) severity inmate and staff assaults. Note: Low severity assault are now being excluded. 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,111,893	\$0	\$2,245,929	\$0
Contractual Services	\$0	\$0	\$59,532	\$0
Materials & Supplies	\$70,835	\$0	\$11,303	\$0
Internal Services	\$4,190	\$0	\$4,080	\$0
<b>Total GF/non-GF</b>	<b>\$2,186,918</b>	<b>\$0</b>	<b>\$2,320,844</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,186,918</b>		<b>\$2,320,844</b>	
<b>Program FTE</b>	16.38	0.00	16.38	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2020: 60310E-20 MDCDC 8th Floor



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$227,244	\$0	\$235,162	\$0
<b>Total GF/non-GF</b>	<b>\$227,244</b>	<b>\$0</b>	<b>\$235,162</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$227,244</b>		<b>\$235,162</b>	
<b>Program FTE</b>	2.00	0.00	2.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60311-20 Clinic Escort Deputies



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$424,826	\$0	\$441,640	\$0
<b>Total GF/non-GF</b>	<b>\$424,826</b>	<b>\$0</b>	<b>\$441,640</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$424,826</b>		<b>\$441,640</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$424,826	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$424,826</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60315-20 MCDC Detention Electronics





## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$4,228,221	\$8,841,327	\$5,557,900	\$7,768,869
Contractual Services	\$12,992	\$0	\$917,675	\$0
Materials & Supplies	\$1,066,880	\$0	\$162,197	\$0
Internal Services	\$4,642,309	\$1,072,462	\$4,795,280	\$963,949
Capital Outlay	\$12,181	\$0	\$12,181	\$0
<b>Total GF/non-GF</b>	<b>\$9,962,583</b>	<b>\$9,913,789</b>	<b>\$11,445,233</b>	<b>\$8,732,818</b>
<b>Program Total:</b>	<b>\$19,876,372</b>		<b>\$20,178,051</b>	
<b>Program FTE</b>	20.20	55.00	27.63	47.57

Program Revenues				
Intergovernmental	\$0	\$9,913,789	\$0	\$8,732,818
Service Charges	\$5,120,560	\$0	\$6,411,291	\$0
<b>Total Revenue</b>	<b>\$5,120,560</b>	<b>\$9,913,789</b>	<b>\$6,411,291</b>	<b>\$8,732,818</b>

## Explanation of Revenues

This program generates \$963,949 in indirect revenues.

General Fund:

\$6,077,250 - US Marshal for 90 Beds (Per County Budget Office) X \$185 (new rate as of 10/01/19) X 365 Days

\$66,996 - BOP (Based on collecting \$33,498 in first 6 months of FY 2020)

\$267,045 - M73 Inmate Beds (Based on collecting \$133,522 in the first 2 quarters in FY 2020)

Fed/State Fund:

\$8,345,660 - Senate Bill 1145 State Funding (Based on FY19-21 Biennium Amount) This base program offer budgets the entire SB 1145 revenue. However, Dorm 15 Restored (60330I) is the program offer impacted by the reduction in revenue.

\$35,349 - Start Court M57 State Funding (Bases on FY19-21 Biennium Amount)

\$351,810 - DOC M57 State Funding (Based on FY19-21 Biennium Amount)

## Significant Program Changes

**Last Year this program was:** FY 2020: 60330A-20 MCIJ Dorms 10, 11 & 18

Due to a contract renegotiation with the US Marshals, revenue for USM beds increased by \$1,324,950.



## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$3,349,996	\$0	\$2,848,444	\$0
Contractual Services	\$3,652	\$0	\$126,874	\$0
Materials & Supplies	\$182,850	\$0	\$59,628	\$0
Internal Services	\$7,442	\$0	\$7,950	\$0
<b>Total GF/non-GF</b>	<b>\$3,543,940</b>	<b>\$0</b>	<b>\$3,042,896</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,543,940</b>		<b>\$3,042,896</b>	
<b>Program FTE</b>	20.02	0.00	16.38	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2020: 60330B-20 MCIJ Dorms 12 & 13

The Adopted budget reduced \$1.2 million across three program offers:  
Dorm 13 (75 Beds) was closed by cutting 3.64 FTE from MCIJ Dorms 12 & 13 (60330B)  
1.00 FTE Corrections Counselor in Inmate Programs (60430)  
Overtime in MCDC - Core Jail & 4th Floor (60310A)

**Department:** Sheriff **Program Contact:** Kurtiss Morrison

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

**Related Programs:**

**Program Characteristics:**

### Executive Summary

This offer is for the operation of 65 beds at the Multnomah County Inverness Jail (MCIJ).

These single cell dorms house offenders who create the potential for compromising safety and security. These dorms are more restrictive environments with enhanced security, as part of the objective classification system.

### Program Summary

This offer operates dorm 14 which houses 65 single cells. Also funded in this offer are additional jail administration, support, and operations staff.

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 adults in custody and sentenced offenders. The facility also serves as the central link for the regional inmate transport system.

The Corrections Health program's mission is to ensure that detainees receive appropriate medical, dental and mental health care, and are treated humanely. Suicide prevention is a primary goal. Emergency medical services provided by Corrections Health are also available at MCIJ 24/7.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Average daily inmate population MCIJ total	677	664	689	614
Outcome	Number of inmate and staff assaults MCIJ	49	45	62	56

### Performance Measures Descriptions

"Average daily pop..." from SW704 Report.  
See notes for internal file path for Performance Measure 2

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,987,159	\$0	\$998,755	\$0
Contractual Services	\$2,324	\$0	\$115,690	\$0
Materials & Supplies	\$166,265	\$0	\$52,899	\$0
Internal Services	\$6,766	\$0	\$5,298	\$0
<b>Total GF/non-GF</b>	<b>\$2,162,514</b>	<b>\$0</b>	<b>\$1,172,642</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,162,514</b>		<b>\$1,172,642</b>	
<b>Program FTE</b>	12.74	0.00	5.46	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2020: 60330C-20 MCIJ Dorms 14 & 15

In FY 2021, Dorms 14 and 15 are split out into two separate program offers. PO 60330C is Dorm 14 with 5.46 FTE. PO 60330I is Dorm 15 with 7.28 FTE.

**Department:** Sheriff **Program Contact:** Kurtiss Morrison  
**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/special management dorms at MCIJ. Disciplinary housing options are essential to maintaining facility order, population management and re-engineering behavior for pretrial adults in custody and sentenced offenders at MCIJ.

### Program Summary

This offer funds two disciplinary/special management dorms at Inverness Jail. Dorm 16 houses 31 offenders in single cells and dorm 17 houses 23 offenders in single cells. Also funded in this offer are additional jail administration, support, and operations staff.

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 adults in custody and sentenced offenders. The facility also serves as the central link for the regional inmate transport system.

The Corrections Health program's mission is to ensure that detainees receive appropriate medical, dental and mental health care, and are treated humanely. Suicide prevention is a primary goal. Emergency medical services provided by Corrections Health are also available at MCIJ 24/7.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Average daily inmate population MCIJ total	677	664	689	614
Outcome	Number of inmate and staff assaults MCIJ	49	45	62	56

### Performance Measures Descriptions

"Average daily pop..." from SW704 Report.  
 See notes for internal file path for Performance Measure 2

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$522,572	\$0	\$609,140	\$0
Contractual Services	\$665	\$0	\$45,026	\$0
Materials & Supplies	\$51,008	\$0	\$6,647	\$0
Internal Services	\$1,353	\$0	\$1,894	\$0
<b>Total GF/non-GF</b>	<b>\$575,598</b>	<b>\$0</b>	<b>\$662,707</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$575,598</b>		<b>\$662,707</b>	
<b>Program FTE</b>	3.64	0.00	3.64	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2020: 60330D-20 MCIJ Dorms 16 & 17





## Legal / Contractual Obligation

The Inverness Jail is established in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to confined offenders, pursuant to judgment of the courts. The jail administers its operation in an equitable manner, and in the least restrictive environment consistent with public safety. The facility serves as the central link for regional networking through the inmate transport system.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,986,841	\$0	\$2,361,525	\$0
Contractual Services	\$2,656	\$0	\$99,591	\$0
Materials & Supplies	\$113,671	\$0	\$16,736	\$0
Internal Services	\$5,411	\$0	\$5,677	\$0
<b>Total GF/non-GF</b>	<b>\$2,108,579</b>	<b>\$0</b>	<b>\$2,483,529</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,108,579</b>		<b>\$2,483,529</b>	
<b>Program FTE</b>	14.56	0.00	14.56	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2020: 60330E-20 MCIJ Dorms 6 & 7



## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$990,831	\$0	\$1,137,873	\$0
Contractual Services	\$2,656	\$0	\$2,656	\$0
Materials & Supplies	\$10,801	\$0	\$10,801	\$0
Internal Services	\$5,411	\$0	\$3,025	\$0
<b>Total GF/non-GF</b>	<b>\$1,009,699</b>	<b>\$0</b>	<b>\$1,154,355</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,009,699</b>		<b>\$1,154,355</b>	
<b>Program FTE</b>	7.28	0.00	7.28	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2020: 60330F-20 MCIJ East Control Center

**Department:** Sheriff **Program Contact:** Kurtiss Morrison  
**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

This offer is for the operation of 59 beds at MCIJ. MCIJ is a medium security, direct supervision correctional facility. Operation ensures the proper custody, control and supervision of detained pretrial adults in custody and sentenced offenders.

### Program Summary

The Inverness Jail is a direct supervision, dormitory style facility founded on the principles of re-engineering the responsibilities and behavior of adults in custody. The design and population of Inverness Jail are suited to the greatest opportunities for offender 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 adults in custody and sentenced offenders. The facility also serves as the central link for the regional inmate transport system.

The Prison Rape Elimination Act (PREA) is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

Dorm 8 was designated as protective custody (PC) dormitory housing. PC offenders eligible for open dorm housing now have the opportunity to move from MCDC to MCIJ when appropriate. This move has allowed PC individuals more access to programming opportunities and increased walk periods as part of least restrictive housing goals for those incarcerated. This move increased flexibility for administration of single cell housing at MCDC for management of their maximum security population. Operations, Administration, Support and Jail Services, such as clinic, kitchen, and transport, are also included in this offer.

Funding of dorm 8 supports the role of public safety and the operations of the MCIJ. Funding for MCIJ and MCDC aid the Sheriff in managing the incarcerated population and reduces the potential for emergency releases.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Average daily inmate population MCIJ total	677	664	689	614
Outcome	Number of inmate and staff assaults MCIJ	49	45	62	56

### Performance Measures Descriptions

"Average daily pop..." from SW704 Report.  
See notes for internal file path for Performance Measure 2

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$682,140	\$0	\$748,863	\$0
Contractual Services	\$830	\$0	\$49,298	\$0
Materials & Supplies	\$55,925	\$0	\$7,457	\$0
Internal Services	\$1,691	\$0	\$2,652	\$0
<b>Total GF/non-GF</b>	<b>\$740,586</b>	<b>\$0</b>	<b>\$808,270</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$740,586</b>		<b>\$808,270</b>	
<b>Program FTE</b>	5.46	0.00	5.46	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2020: 60330G-20 MCIJ Dorm 8

**Department:** Sheriff **Program Contact:** Kurtiss Morrison  
**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

This offer is for the operation of 59 beds at MCIJ. MCIJ is a medium security, direct supervision correctional facility. Operation ensures the proper custody, control and supervision of detained pretrial adults in custody and sentenced offenders.

### Program Summary

The Inverness Jail is a direct supervision, dormitory style facility founded on the principles of re-engineering the responsibilities and behavior of adults in custody. The design and population of Inverness Jail are suited to the greatest opportunities for offender 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 detainees and sentenced offenders. The facility also serves as the central link for the regional inmate transport system.

Dorm 9 currently operates as the MCIJ outside workers dorm, housing 59 adults in custody suitable for work positions outside of the secure confines of the jail. Outside work crews serve in the community assisting county municipalities and other agencies with landscaping and neighborhood livability efforts. Offenders learn job and life skills while spending time giving back to their community as they serve their sentence.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Average daily inmate population MCIJ total	677	664	689	614
Outcome	Number of inmate and staff assaults MCIJ	49	45	62	56

### Performance Measures Descriptions

"Average daily pop..." from SW704 Report.  
See notes for internal file path for Performance Measure 2

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$454,125	\$0	\$483,459	\$0
Contractual Services	\$830	\$0	\$49,297	\$0
Materials & Supplies	\$55,921	\$0	\$7,454	\$0
Internal Services	\$1,691	\$0	\$1,894	\$0
<b>Total GF/non-GF</b>	<b>\$512,567</b>	<b>\$0</b>	<b>\$542,104</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$512,567</b>		<b>\$542,104</b>	
<b>Program FTE</b>	3.64	0.00	3.64	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60330H-20 MCIJ Dorm 9



**Department:** Sheriff **Program Contact:** Kurtiss Morrison  
**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:** Backfill State/Federal/Grant

**Executive Summary**

This offer is for the restoration of Dorm 15 at the Multnomah County Inverness Jail (MCIJ) due to a reduction in Senate Bill 1145 (SB1145) funding. General Fund contingency was used to keep the State funding was reduced for FY 2019-21 biennium, in FY20, dorm open. The FY 2021 budget is fully backfilling the funding of Dorm 15, which houses 73 single cell dorms that house offenders who create the potential for compromising safety and security. These dorms are more restrictive environments with enhanced security, as part of the objective classification system.

**Program Summary**

This reduction was part of a Countywide adjustment to the FY2020 budget reflecting the adopted Community Corrections funding level in Senate Bill 5504.

On June 30, 2019, the Legislature adopted the Community Corrections budget with less than expected SB1145 funding levels. This resulted in a shortfall for the County public safety agencies, including LPSCC, the Sheriff's Office and the Department of Community Justice.

In FY 2020, General Fund contingency was used to keep the dorm open. The FY 2021 budget is fully backfilling the funding of Dorm 15, which houses 73 single cell dorms.

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 adults in custody and sentenced offenders. The facility also serves as the central link for the regional inmate transport system.

The Corrections Health program's mission is to ensure that detainees receive appropriate medical, dental and mental health care, and are treated humanely. Suicide prevention is a primary goal. Emergency medical services provided by Corrections Health are also available at MCIJ 24/7.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Average daily inmate population MCIJ total	677	664	689	614
Outcome	Number of inmate and staff assaults MCIJ	49	45	62	56

**Performance Measures Descriptions**

"Average daily pop... " from SW704 Report.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$957,661	\$0
Contractual Services	\$0	\$0	\$124,987	\$0
Materials & Supplies	\$0	\$0	\$1,603	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,084,251</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$1,084,251</b>	
<b>Program FTE</b>	0.00	0.00	7.28	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

The revenue associated with this program offer was budgeted in the base offer (60330A).

Significant Program Changes

Last Year this program was:

In FY 2021, Dorms 14 and 15 are split out into two separate program offers. PO 60330C is Dorm 14 with 5.46 FTE. PO 60330I is Dorm 15 with 7.28 FTE.

**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 4 offenders supervised by Corrections Deputies. 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 jail system overcrowding.

Community service work is generally project-oriented. Some 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, Polar Plunge, 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 provide resources 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).

MCSO maintains contracts with Multnomah County, Oregon Department of Transportation, City of Portland and Metro Regional Government. Other agencies include the cities of Gresham, 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.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Inmate escapes	0	0	2	0
Outcome	Number of contract hours	135,000	135,500	134,000	134,000
Output	Number of community service hours	7,500	7,900	7,500	7,500
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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$988,697	\$1,085,881	\$1,035,486	\$950,514
Contractual Services	\$6,335	\$0	\$96,100	\$0
Materials & Supplies	\$162,266	\$0	\$72,501	\$0
Internal Services	\$278,860	\$131,826	\$259,084	\$119,575
<b>Total GF/non-GF</b>	<b>\$1,436,158</b>	<b>\$1,217,707</b>	<b>\$1,463,171</b>	<b>\$1,070,089</b>
<b>Program Total:</b>	<b>\$2,653,865</b>		<b>\$2,533,260</b>	
<b>Program FTE</b>	5.50	6.90	5.50	5.90

Program Revenues				
Other / Miscellaneous	\$0	\$304,645	\$0	\$384,607
Service Charges	\$0	\$913,062	\$0	\$685,482
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,217,707</b>	<b>\$0</b>	<b>\$1,070,089</b>

## Explanation of Revenues

This program generates \$119,575 in indirect revenues.

Special Ops Fund:

\$685,482 - Contracts with other Intergovernmental Agencies (ODOT, City of Portland, Metro, Other Cities)

\$384,607 - Reimbursements from Road Fund, Bridge Maint, Facilities Mgmt W/C Svcs (6.03% Personnel COLA increase from previous year)

## Significant Program Changes

Last Year this program was: FY 2020: 60340-20 MCIJ Work Crews

Due to reduced contract levels, 1.00 FTE was cut from the Dedicated Funded Work Crew.

**Department:** Sheriff **Program Contact:** William Hong  
**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 manage dynamic, high risk, high liability situations in a safe, secure and efficient manner. Members receive specialized training to deal with a large variety of emergencies in the safest manner 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 amount of force necessary to accomplish the intended goal(s). 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, 2 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 duty and one month on secondary call-out duty. The CNT is also made up of two teams, which alternate on-call duty monthly. All members of CERT/CNT are full time MCSO employees and are continuously on call to respond to emergent situations at any time of the day or night. 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 the Juvenile Detention Home, or to respond as mutual aid to another jurisdiction if requested. CERT/CNT has also been contracted to respond to emergencies at the Northwest Regional Re-entry Center (NWRRC).

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of CERT/CNT call outs	3	6	2	5
Outcome	Number of training sessions completed for CERT members	12	15	12	15
Outcome	Number of training session completed for CNT members	12	15	12	15

### Performance Measures Descriptions

Data from TeleStaff Reports/AAR (After-Action Reports)/Outlook Calendar Notations.

**Legal / Contractual Obligation**

IGA with Norwest Regional Re-Entry Center

**Revenue/Expense Detail**

	<b>Adopted General Fund</b>	<b>Adopted Other Funds</b>	<b>Adopted General Fund</b>	<b>Adopted Other Funds</b>
<b>Program Expenses</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>
Personnel	\$120,113	\$0	\$124,867	\$0
Materials & Supplies	\$52,197	\$0	\$52,197	\$0
Internal Services	\$12,826	\$0	\$23,549	\$0
<b>Total GF/non-GF</b>	<b>\$185,136</b>	<b>\$0</b>	<b>\$200,613</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$185,136</b>		<b>\$200,613</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues****Significant Program Changes**Last Year this program was: FY 2020: 60345-20 CERT/CNT

**Department:** Sheriff **Program Contact:** Kurtiss Morrison  
**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted  
**Related Programs:** 60440  
**Program Characteristics:**

### Executive Summary

Dedicated MCJRP Escort Deputies assure that all parties will have timely access to individuals in custody and facilitate the successful completion of pre-trial assessments to ensure the most appropriate services and sanctions available are included in community-based decisions by arranging and expediting offender assessment interviews within correctional facilities.

### Program Summary

Probation and Parole Officers from the Department of Community Justice are responsible for conducting pre-trial assessments of MCJRP eligible defendants. These assessments are provided to the Prosecution, the Defense, and the Court to promote sentencing that is fully informed by all available risk assessment tools. To ensure that assessments take place within the short pre-trial time frame, PPOs and attorneys must have easy access to defendants who are in-custody.

The Multnomah County Justice Reinvestment Program (MCJRP) is a collaborative effort to improve the assessment of criminal offenders in Multnomah County and provide a continuum of community-based services and sanctions. This combination of early assessment and intervention is provided to reduce recidivism while protecting public safety. Success is only possible through the partnership of the participating MCJRP members.

This program provides funding for 1.30 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of pre-trial assessments conducted	993	756	1,006	1,006
Outcome	Percentage of assessments that take place within the short pre-trial time frame	100%	100%	100%	100%

### Performance Measures Descriptions

3194 assessment actuals/estimate based on reporting from Corrections Records for scheduled and unscheduled assessments. No change of the 100%

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$145,338	\$0	\$147,606
Internal Services	\$0	\$14,533	\$0	\$14,760
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$159,871</b>	<b>\$0</b>	<b>\$162,366</b>
<b>Program Total:</b>	<b>\$159,871</b>		<b>\$162,366</b>	
<b>Program FTE</b>	0.00	1.30	0.00	1.30

Program Revenues				
Intergovernmental	\$0	\$159,871	\$0	\$162,366
<b>Total Revenue</b>	<b>\$0</b>	<b>\$159,871</b>	<b>\$0</b>	<b>\$162,366</b>

Explanation of Revenues

This program generates \$14,760 in indirect revenues.  
 \$162,366 - HB3194 Justice Reinvestment Funding

Significant Program Changes

Last Year this program was: FY 2020: 60350-20 HB3194 Justice Reinvestment - Escorts



**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.

The CSU processes and performs the duties associated with Forced Population Releases, which occur during a jail population emergency. CSU's thorough protocol ensures the "least dangerous" offenders are released to the community.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of computer bookings	32,007	33,000	32,000	33,000
Outcome	Number of sentence release date calculations	9,270	12,000	9,500	11,000

### Performance Measures Descriptions

Computer Bookings include Standard, In Transit, and Turn Self in Bookings. Both the number of bookings and calculated sentence release dates were generated from SWIS Monthly reports.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$4,004,972	\$0	\$4,171,214	\$0
Contractual Services	\$821	\$0	\$821	\$0
Materials & Supplies	\$78,280	\$0	\$78,280	\$0
Internal Services	\$25,610	\$0	\$25,318	\$0
<b>Total GF/non-GF</b>	<b>\$4,109,683</b>	<b>\$0</b>	<b>\$4,275,633</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$4,109,683</b>		<b>\$4,275,633</b>	
<b>Program FTE</b>	37.00	0.00	37.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$61,800	\$0
Other / Miscellaneous	\$16,624	\$0	\$14,226	\$0
Service Charges	\$46,200	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$62,824</b>	<b>\$0</b>	<b>\$76,026</b>	<b>\$0</b>

Explanation of Revenues

General Fund:  
 \$61,800 - Social Security Incentive Revenue  
 \$14,226 - Report Requests

\*Estimate based on FY 2020 mid-year revenue

Significant Program Changes

Last Year this program was: FY 2020: 60360-20 Corrections Support

**Department:** Sheriff **Program Contact:** Chad Gaidos  
**Program Offer Type:** Administration **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Corrections Services Division Admin oversees specialized units that provide leadership and strategic direction to agency members and is focused on providing quality, cost effective services to the community. The mission of this team is to find creative, efficient solutions to manage logistics and safe operations of MCSO facilities, ensure court processes are accessible to the community, provide case management and supervision for pre-trial defendants, and provide programming and wraparound services, which increase opportunities for adults in custody to successfully transition into the community.

**Program Summary**

The Corrections Services Division oversees the following units, which through efficient collaboration directly support the daily operations of the Sheriff's Office, its facilities, as well as the overall public safety system. The Auxiliary Services Unit supports agency operations by ensuring adequate supplies are distributed to multiple facilities, while also providing commissary, laundry, and property storage services for adults in custody. The Classification Unit is a specialized unit whose primary function is to determine appropriate housing of adults in custody during an initial interview utilizing an objective jail classification instrument. The Programs Unit provides adults in custody access to education, mental health and addiction services, and housing and employment resources focusing on the continuity of services that best provide successful reintegration into the community. The Behavioral Health Team focuses on adults in custody with mental health or substance use concerns who benefit from a focused plan designed to screen, identify, and guide appropriate services while in custody. The Close Street Supervision Unit is an intensive supervision program that strives to provide exceptional service to the community by utilizing methods of supervision that support offender accountability while transitioning pretrial defendants out of limited jail beds. Security and access to county facilities is managed by the Facility Security Unit who ensures public safety by providing information and access at the Multnomah County Courthouse, Justice Center, East County Courthouse, Juvenile Justice Complex, Inverness Jail, Gateway Center for Domestic Violence, and the Central Library. The Court Services Unit provides a variety of public safety services at the Multnomah County Courthouse, Juvenile Justice Complex, and the Justice Center courtrooms, including courtroom security, working with the judiciary to facilitate court hearings, and responding to citizen inquires.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent performance measurements met in Division	83%	N/A	87%	87%
Outcome	Number of court events scheduled	5,227	N/A	9,990	9,990
Outcome	Percent of court events completed on time	87%	N/A	90%	90%

**Performance Measures Descriptions**

Data for court events from "Hearings Tracker" database. "FY19 Actuals" for court events are only January to June 2019, as that was when the new data system was established.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$453,306	\$0	\$487,948	\$0
Materials & Supplies	\$62,329	\$0	\$62,329	\$0
Internal Services	\$6,152	\$0	\$88,943	\$0
<b>Total GF/non-GF</b>	<b>\$521,787</b>	<b>\$0</b>	<b>\$639,220</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$521,787</b>		<b>\$639,220</b>	
<b>Program FTE</b>	2.00	0.00	2.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60400-20 Corrections Services Division Admin



**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**

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>
Personnel	\$2,978,085	\$0	\$3,070,628	\$0
Materials & Supplies	\$34,693	\$0	\$34,693	\$0
Internal Services	\$286,894	\$0	\$419,693	\$0
Capital Outlay	\$5,560	\$0	\$5,560	\$0
<b>Total GF/non-GF</b>	<b>\$3,305,232</b>	<b>\$0</b>	<b>\$3,530,574</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,305,232</b>		<b>\$3,530,574</b>	
<b>Program FTE</b>	16.00	0.00	16.00	0.00

<b>Program Revenues</b>				
Service Charges	\$1,272	\$0	\$34,060	\$0
<b>Total Revenue</b>	<b>\$1,272</b>	<b>\$0</b>	<b>\$34,060</b>	<b>\$0</b>

**Explanation of Revenues**

General Fund:

\$34,060 - Interstate Fugitive Shuttle, Transfer of State Wards and USM Transports based on FY20 Mid-year actuals

**Significant Program Changes**

Last Year this program was: FY 2020: 60405-20 Transport

**Department:** Sheriff **Program Contact:** Stephen Reardon

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

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The MCSO Court Services Unit (CSU) is a customer service focused source of security safeguarding the courts, staff, jurors, public, and adults in custody, while ensuring the Multnomah County Courthouse is safe and accessible for everyone involved in the judicial process. The CSU is a multidiscipline unit consisting of both Corrections Division and Law Enforcement Division staff. One of the primary focuses of this unit is to ensure adults in custody are present for court proceedings in accordance with both the law and judicial court rules.

### Program Summary

The Multnomah County Courthouse represents one of the highest volume court facilities in the State of Oregon with an average of 1,500 visitors and 500 staff members being screened each day to attend a variety of both routine and highly volatile court matters. A commitment to addressing all court matters with a customer service oriented approach is a priority that continues to ensure the CSU meets the MCSO mission of exemplary service.

The CSU is responsible for providing a safe, accessible court process for everyone who visits the Multnomah County Courthouse. By utilizing staff from both the Law Enforcement Division and the Corrections Division, the CSU is able to provide a comprehensive response to the myriad of in custody and out of custody court matters that occur daily. One of the primary missions of the CSU is to facilitate the appearance of approximately 50-70 adults in custody who are scheduled on the court docket each day.

In addition to the routine activities at the Courthouse, CSU staff are available to respond to both security and medical emergencies within the courthouse. They are also responsible for developing security plans for volatile or high profile court matters, which may include victims, multiple co-defendants, media presence, or other outside influences that must be considered.

Staff assigned to the CSU continue to be involved in the daily restraint docket hearings. This process includes presenting declarations to the court when restraints are requested by MCSO and building applicable staffing plans in response to the decisions that are made regarding how and when adults in custody are restrained during court proceedings. Working with system partners, MCSO has found innovative solutions to reduce fiscal impacts while continuing to maintain security and access to the judicial process as it adapts to these changes.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of individuals taken into custody	456	660	420	450
Outcome	Number of court proceedings requiring a staff member	9,598	11,000	10,200	10,500

### 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$4,009,406	\$0	\$4,110,124	\$0
Contractual Services	\$0	\$0	\$77,144	\$0
Materials & Supplies	\$118,083	\$0	\$40,939	\$0
Internal Services	\$395,263	\$0	\$555,260	\$0
<b>Total GF/non-GF</b>	<b>\$4,522,752</b>	<b>\$0</b>	<b>\$4,783,467</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$4,522,752</b>		<b>\$4,783,467</b>	
<b>Program FTE</b>	23.00	0.00	23.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60410A-20 Court Services - Courthouse



**Department:** Sheriff **Program Contact:** Stephen Reardon

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

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The MCSO Court Services Unit (CSU) is a customer service focused source of security safeguarding the courts, staff, jurors, public, and adults in custody, while ensuring the Justice Center Courthouse is safe and accessible for everyone involved in the judicial process. The CSU is a multidiscipline unit consisting of both Corrections Division and Law Enforcement Division staff. One of the primary focuses of this unit is to ensure adults in custody are present for court proceedings in accordance with both the law and judicial court rules.

### Program Summary

The courthouse located inside the Justice Center is used to facilitate specialized court dockets, including; felony and misdemeanor arraignments, probation violation arraignments and pleas, DUII diversion courts, stalking order hearings, and domestic violence probation violation docket hearings. A commitment to addressing all court matters with a customer service oriented approach is a priority that continues to ensure the CSU meets the MCSO mission of exemplary service.

The CSU is responsible for providing a safe, accessible court process for everyone that visits the Justice Center Courthouse. By utilizing staff from both the Law Enforcement Division and the Corrections Division, the CSU is able to provide a comprehensive response to in custody and out of custody court matters scheduled to appear in the Justice Center courtrooms. CSU deputies assigned to the Justice Center Courthouse work closely with Detention Center deputies to coordinate in-custody appearances.

In addition to the routine activities at the courthouse, CSU staff are available to respond to both security and medical emergencies within the courthouse. They are also responsible for developing security plans for volatile or high profile court matters, which may include victims, multiple co-defendants, media presence, or other outside influences that must be considered.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of individuals taken into custody	75	70	80	80
Outcome	Number of major incidents	16	20	20	20

### 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.

"Number of court proceedings requiring a staff member" is replaced with "Number of individuals taken into custody"

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,183,050	\$0	\$1,193,504	\$0
Materials & Supplies	\$4,607	\$0	\$4,607	\$0
<b>Total GF/non-GF</b>	<b>\$1,187,657</b>	<b>\$0</b>	<b>\$1,198,111</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,187,657</b>		<b>\$1,198,111</b>	
<b>Program FTE</b>	7.00	0.00	7.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60410B-20 Court Services - Justice Center

**Department:** Sheriff **Program Contact:** Stephen Reardon

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

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The MCSO Court Services Unit (CSU) is a customer service focused source of security safeguarding the courts, staff, jurors, public, and juveniles in custody, ensuring the Juvenile Justice Center (JJC) is safe, efficient, and accessible for everyone needing access to the juvenile judicial process. The CSU at the JJC is staffed by Law Enforcement Division personnel. In addition to providing a public safety presence, a primary focus of the unit is to escort juveniles in custody to court proceedings and facilitate any transports of juveniles to both state and county facilities as required.

### Program Summary

The CSU at the Juvenile Justice Center is committed to providing a safe environment conducive to meeting the unique needs of juveniles and families involved in the juvenile justice process. Staff at the Juvenile Justice Center consists of one (1) Law Enforcement Division deputy, as required by Oregon Revised Statute. A commitment to addressing all court matters with a customer service oriented approach is a priority that continues to ensure the CSU meets the MCSO mission of exemplary service.

The Law Enforcement Division deputy assigned to the Juvenile Justice Center has a comprehensive understanding of, and appreciation for, the law and court rules that govern the process of transporting, restraining, and supervising juveniles in custody as they navigate the judicial process. These mandates differ in many ways from adult judicial matters and require a unique knowledge and skill set to be successful.

In addition to providing security for the Juvenile Justice Center, deputies are committed to working collaboratively with the State Courts, District Attorney's Office, Defense Counsel, court advocates, parents, juveniles, and other stakeholders to ensure the best possible outcome and contribute toward accountability and a reduced chance of recidivism for juveniles in the community. Using this rehabilitative lens, the CSU deputy is able to provide exemplary service to the vulnerable members of the community and their families.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of persons taken into custody	107	70	110	110
Outcome	Calls for assistance	49	70	100	75
Output	Number of juvenile transports to and from outside facilities	57	80	60	60

### Performance Measures Descriptions

Number of persons taken into custody represents the number of "book and keeps" and warrants. "Calls for assistance" are calls for law enforcement deputies to assist in courtrooms, etc. Data from JJC Court Facility stats. \*Number of juvenile transports to and from outside facilities represents the number of in-custody juveniles that are transported from state facilities to and from the JJC.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$149,632	\$0	\$131,322	\$0
<b>Total GF/non-GF</b>	<b>\$149,632</b>	<b>\$0</b>	<b>\$131,322</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$149,632</b>		<b>\$131,322</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60410C-20 Court Services - JJC

**Department:** Sheriff **Program Contact:** Stephen Reardon

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

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The Turn Self In (TSI) program limits the overutilization of jail beds for offenders who the court deems eligible to serve their sentence on weekend days only. This program allows offenders to maintain their employment and/or other family and life obligations within the community, while being held accountable for their criminal convictions. The TSI program continues to support the goal of MCSO to find innovative, fiscally responsible alternatives to incarceration.

### Program Summary

The weekend TSI program, operated at the Courthouse Jail Holding area, provides the courts a sentencing alternative which holds offenders accountable without requiring the use of traditional jail beds. Eligible offenders must meet criteria which minimizes the overall cost of services of incarceration, including; 24/7 medical, overnight stays, and staffing ratios associated with traditional jail beds.

This sentencing option averages 30 to 40 offenders each weekend day. The success of this program is due in large part to its ability to meet the collective needs of the court, Multnomah County, and the offenders. The TSI sentencing program provides opportunities for sentenced offenders to maintain employment, family obligations, and pro-social activities, which support a successful reentry into the community while ensuring judgments of the courts are fulfilled.

In conjunction with the MCSO Programs Unit, offenders sentenced to the weekend TSI program are afforded the opportunity to participate in AA and/or NA meetings in an effort to treat the underlying addiction issues that may have contributed to their criminal behavior, as part of MCSO's commitment to Justice Reinvestment.

Without the TSI program, judges would have limited options outside of utilizing a jail bed when a decision has been made that an offender must serve time in custody. The successful attendance and completion rates of those given sentences to the TSI program indicate the need for this valuable alternative in the criminal justice system in Multnomah County.

MCSO continues to ensure its commitment to exemplary service to everyone in the community by providing alternatives to incarceration that best meet the expectations of both the court, victims, and the community, as well as the needs of the offender.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Weekend TSIs scheduled	3,321	3,400	3,200	3,300
Outcome	Percent of Weekend TSIs who show as scheduled	95%	95%	95%	95%

### Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$272,585	\$0	\$291,675	\$0
<b>Total GF/non-GF</b>	<b>\$272,585</b>	<b>\$0</b>	<b>\$291,675</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$272,585</b>		<b>\$291,675</b>	
<b>Program FTE</b>	2.00	0.00	2.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60410D-20 Turn Self In Program

**Department:** Sheriff **Program Contact:** Chris Austin

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

**Related Programs:**

**Program Characteristics:**

### Executive Summary

Members of the Facility Security Unit (FSU) serve as ambassadors of MCSO, and are often the first point of contact for persons accessing the Multnomah County Courthouse, Justice Center, and the East County Courthouse. Facility Security Officers (FSO) deter the introduction of weapons into the courts by screening entrants via x-ray and metal detection equipment and provide emergency response to alarms, medical issues, and disruptions to the court process. In addition, FSOs serve as a primary source of information to the public and professional staff entering the court facilities.

### Program Summary

Facility Security Officers serve as the first point of contact for public and professional visitors to all county courthouses. Their comprehensive understanding of the judicial process and familiarity with the courthouses and their functions is critical to providing accurate information to assist in expediting access to the judicial system.

FSOs provide citizens and employees with a safe and secure environment to conduct their business by screening all persons entering the court facilities. This mission is accomplished by utilizing electronic security screening and conducting security patrols of both internal and external areas of the facilities.

Persons entering the courts may be emotionally distraught, under the influence of intoxicants, or involved in situations of abuse. FSOs are focused on providing a positive point of contact, aimed at calming the tension that can exist in volatile court matters. This is accomplished through effective communication skills and providing information to those less familiar with the judicial system.

The core functions of the FSU are public safety, security, emergency assistance, information, and referrals. The presence of uniformed FSOs aids in deterring disturbances and criminal activity in the courts and assists in increasing the efficiency of court processes, saving public resources. The effectiveness of FSOs is demonstrated in the high number of public contacts, low ratio of exclusions to the number of persons screened, and the number of prohibited items detected during security screening.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of members of the public screened for entry	463,865	500,000	448,474	475,000
Outcome	Number of employees/other agency staff screened	17,738	370,000	20,396	23,000
Outcome	Number of prohibited items found during screening	13,639	15,000	14,050	15,000
Outcome	Courtroom standbys	301	400	248	400

### 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,096,089	\$691,484	\$1,141,516	\$730,382
Materials & Supplies	\$23,307	\$5,014	\$23,307	\$5,008
Internal Services	\$0	\$83,947	\$0	\$91,882
Capital Outlay	\$143,500	\$0	\$143,500	\$0
<b>Total GF/non-GF</b>	<b>\$1,262,896</b>	<b>\$780,445</b>	<b>\$1,308,323</b>	<b>\$827,272</b>
<b>Program Total:</b>	<b>\$2,043,341</b>		<b>\$2,135,595</b>	
<b>Program FTE</b>	8.60	6.00	8.60	6.00

Program Revenues				
Other / Miscellaneous	\$15,029	\$780,445	\$15,715	\$827,272
<b>Total Revenue</b>	<b>\$15,029</b>	<b>\$780,445</b>	<b>\$15,715</b>	<b>\$827,272</b>

## Explanation of Revenues

This program generates \$91,882 in indirect revenues.

General Fund:

\$15,715 - Security Services for Parenting Classes (4.5 Hrs X 70 Classes X \$49.89)

Special Ops Fund:

\$827,272 - Court Revenues for Court Security Services. This amount is based on what was received during the first 6 months of Fiscal Year 2020.

## Significant Program Changes

Last Year this program was: FY 2020: 60415A-20 Facility Security - Courts





## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,468,216	\$0	\$2,631,378	\$0
Materials & Supplies	\$36,176	\$0	\$36,176	\$0
Internal Services	\$14,490	\$0	\$343,770	\$0
<b>Total GF/non-GF</b>	<b>\$2,518,882</b>	<b>\$0</b>	<b>\$3,011,324</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,518,882</b>		<b>\$3,011,324</b>	
<b>Program FTE</b>	22.50	0.00	22.50	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2020: 60415B-20 Facility Security - Jails



## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>
Personnel	\$294,997	\$0	\$308,378	\$0
<b>Total GF/non-GF</b>	<b>\$294,997</b>	<b>\$0</b>	<b>\$308,378</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$294,997</b>		<b>\$308,378</b>	
<b>Program FTE</b>	3.00	0.00	3.00	0.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$294,997	\$0	\$308,378	\$0
<b>Total Revenue</b>	<b>\$294,997</b>	<b>\$0</b>	<b>\$308,378</b>	<b>\$0</b>

## Explanation of Revenues

General Fund:

FY 2021 Central Library Total is \$308,378

## Significant Program Changes

Last Year this program was: FY 2020: 60415C-20 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**

Members of the Facility Security Unit (FSU) serve as ambassadors of Multnomah County Sheriff's Office (MCSO), and are often the first contact point for the public and for professional persons entering the Juvenile Justice Center (JJC). Core FSU functions include public safety and assistance, security, and public referral. This is accomplished through one-on-one contact with the public, entry security screening, and knowledge of the criminal justice system. The core functions of the FSU are public assistance and security, ensuring the JJC is accessible to everyone.

**Program Summary**

The Facility Security Officers (FSO) who work at the Juvenile Justice Center (JJC) are primarily responsible for creating a safe, accessible environment for the public, staff, and others participating in the juvenile judicial process.

This mission is accomplished through 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 intoxicants, facing the loss of their children, or suffering some other life-altering situation, adding a volatile element to an already complex court process. The FSOs serve as both a security presence and an informational resource to everyone accessing the JJC, aimed at calming tense situations through effective communication and accurate information.

Disruptions and criminal activity interfere with facility and court operations, which also creates difficulties for families, staff, and professional persons conducting court business. This can result in higher costs to the taxpayer if court and facility operations are disrupted, causing them to be delayed or postponed. The effectiveness of the FSO's work is demonstrated in the low ratio of exclusions from the JJC to the number of persons screened for entry.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of members of the public screened for entry	41,625	40,000	38,926	40,000
Outcome	Number of prohibited items found during screening	992	1,200	732	800
Outcome	Number of area searches (MCDA/OJD/OYA/CASA/DCJ)	3,625	3,500	3,626	3,700

**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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$179,589	\$0	\$190,341	\$0
<b>Total GF/non-GF</b>	<b>\$179,589</b>	<b>\$0</b>	<b>\$190,341</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$179,589</b>		<b>\$190,341</b>	
<b>Program FTE</b>	2.00	0.00	2.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2020: 60415D-20 Facility Security - JJC

**Department:** Sheriff **Program Contact:** Chris Austin  
**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Members of the Facility Security Unit (FSU) serve as ambassadors of the Multnomah County Sheriff's Office (MCSO), and are often the first point of contact for persons accessing The Gateway Center for Domestic Violence. Facility Security Officers (FSO) provide 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, to ensure The Gateway Center for Domestic Violence is accessible to everyone.

**Program Summary**

The FSU provides security and public information for both the public and professionals conducting business at The Gateway Center facility. Security is provided by a uniformed presence and facility patrols. The FSU works closely with all of the various partners at The Gateway Center to facilitate the needs of the public and staff entering the facility.

Persons entering this facility may be under the influence of intoxicants, facing the loss of their children, or dealing with other life altering situations. The FSO is often the first contact for citizens and professionals accessing the facility. The FSO, as a uniformed presence, is a deterrent to disruptions and criminal activities, often calming volatile situations without the need for additional law enforcement response.

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 FSOs is demonstrated by the low ratio of incidents, when compared with the number of persons served at the Gateway Center. The work of the FSOs in this challenging environment furthers the MCSO goal of providing quality, cost effective solutions to maintaining an orderly process and access to necessary court procedures.

**Performance Measures**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY19 Actual</b>	<b>FY20 Budgeted</b>	<b>FY20 Estimate</b>	<b>FY21 Offer</b>
Output	Number of service visits to the Gateway Center	8,238	20,000	7,334	9,000
Outcome	Number of incidents reported	32	25	14	30
Outcome	Number of area searches	2,322	2,100	2,268	2,400

**Performance Measures Descriptions**

Data from the FSO statistics database and the Gateway Center Director.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$89,880	\$0	\$95,171	\$0
<b>Total GF/non-GF</b>	<b>\$89,880</b>	<b>\$0</b>	<b>\$95,171</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$89,880</b>		<b>\$95,171</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60415E-20 Domestic Violence Gateway One Stop





Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$184,608	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$184,608</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$184,608</b>	
<b>Program FTE</b>	0.00	0.00	2.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was:

This program offer funds 2.00 FTE Facility Security Officers, the funding for which was eliminated in the FY 2020 budget.

**Department:** Sheriff **Program Contact:** Nick Jarmer**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted**Related Programs:****Program Characteristics:**

### Executive Summary

The Classification Unit is a specialized unit comprised of skilled Corrections Deputies, whose primary function is to determine appropriate housing of adults in custody during an initial interview using an objective jail classification instrument. The Classification Unit staff interview every pretrial arrestee and sentenced offender to determine appropriate housing based upon criminal charge, institutional behavior, risk, and programmatic needs. This process assists in ensuring the safety of adults in custody and the safety of staff while supporting efficient management of MSCO's corrections facilities.

### Program Summary

The Classification Unit is responsible for maintaining a classification system that provides housing configurations used to create safe separations for pretrial adults in custody and sentenced offenders of different risk and need levels. Important factors when determining appropriate housing for an adult in custody include; 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 and to facilitate movement through administrative processes from the most restrictive housing to the least restrictive housing in a safe and structured manner. This is a critical element to ensure that the jail meets a reasonable standard of care required by the United States Constitution.

Best practice has shown that utilizing an objective classification process is key. This process creates a structure that allows in custody adults who require special housing or have special needs to be housed in an environment with those of like needs. Adults in custody 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 programmatic needs and provide adequate services and programs to assist in custody adults in building positive life-skills with the ultimate goal of successful re-entry into the community.

Finally, the Classification Unit is also responsible to provide an in custody disciplinary process that is fair and balanced to maintain proper order in the corrections facilities, as well as to promote human values, individual dignity, and socially desirable changes in attitude and behavior. Holding adults in custody accountable while under the supervision of the Multnomah County Sheriff's Office is critical to maintain a safe work environment for both employees and adults in custody.

### Performance Measures

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY19 Actual</b>	<b>FY20 Budgeted</b>	<b>FY20 Estimate</b>	<b>FY21 Offer</b>
Output	Number of (rule violation) assaults on inmates in Corrections Division	100	100	104	110
Outcome	Number of (rule violation) assaults on staff in Corrections Division	144	90	134	140
Output	Classification interviews in Reception	20,193	21,250	19,490	20,000
Outcome	Prison Rape Elimination Act (PREA) investigations initiated during interview	45	90	46	60

### Performance Measures Descriptions

Assault rule violation data is based on number of assaults in MDCD 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$3,486,112	\$0	\$3,620,744	\$0
Materials & Supplies	\$33,425	\$0	\$33,425	\$0
Internal Services	\$39,086	\$0	\$23,639	\$0
<b>Total GF/non-GF</b>	<b>\$3,558,623</b>	<b>\$0</b>	<b>\$3,677,808</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,558,623</b>		<b>\$3,677,808</b>	
<b>Program FTE</b>	20.00	0.00	20.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2020: 60420-20 Classification

**Department:** Sheriff  
**Program Offer Type:** Existing Operating Program  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Nick Jarmer  
**Program Offer Stage:** As Adopted

### Executive Summary

Adults in custody with mental health or substance use disorders benefit from a focused program designed to screen, identify, and channel appropriate healthcare services while in Multnomah County custody. The team operates within the Multnomah County Detention Center in support of, and in collaboration with, dedicated County mental health and medical health professionals, ensuring that mental health services for adults in custody are maximized through the synergy of common approaches.

### Program Summary

Utilizing 1.00 FTE Corrections Sergeant and 1.00 FTE Corrections Deputy, MCSO is positioned to focus on the mental health and substance use concerns of incarcerated adults. This team will screen, identify, assess, record, and direct mental and physical health needs through an established network and system of professionals best suited to provide this critical care. This focus on addressing the immediate needs of adults in custody who require specialized mental health attention ensures necessary care and attention is provided as soon as possible by those best positioned to conduct corresponding evaluations, direct further care, or prescribe medications in line with a mental health diagnosis.

Where Health Department Staff are relied upon to provide the assessment, diagnosis, and prescription of medication and care, the MCSO Behavioral Health Team ensures the individual is properly screened upon entry into the facility and properly classified for receipt of mental health attention as part of this collaborative protocol.

In addition, this Corrections Sergeant and Deputy support the timely facilitation of the weekly Aid & Assist Docket, ensuring individuals who may require a higher level of mental health care are safely able to attend the court process. In the event an alternative to jail is ordered, this team coordinates communication for gathering health records and safe, timely transport from jail. The combining of mental health services, security, and social behavior programming promotes stabilization and engagement with health services and encourages individuals to advocate for themselves in a positive manner, as well as provides access to groups for building coping skills. The ultimate goal is to ensure individuals with Severe and Persistent Mental Illness (SPMI) and/or Substance Use Disorder are properly managed and cared for. The Team will contribute to a safe and livable community by facilitating access to services in the facility and linking to the appropriate levels of care within the community: Inpatient Hospitalization, Forensic Diversion, MH Court, Outpatient Services.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of adults in custody with behavior health concerns assessed and screened for necessary mental h	393	N/A	730	900
Outcome	Number of adults in custody engaged in the Aid & Assist Docket	302	550	520	550

### Performance Measures Descriptions

"Number of adults in custody with behavior health concerns..." is a new performance measure.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$317,406	\$0	\$336,565	\$0
<b>Total GF/non-GF</b>	<b>\$317,406</b>	<b>\$0</b>	<b>\$336,565</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$317,406</b>		<b>\$336,565</b>	
<b>Program FTE</b>	2.00	0.00	2.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60425-20 MCDC Behavioral Health Team

**Department:** Sheriff **Program Contact:** Nick Jarmer  
**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

MCSO Corrections Counselors provide services to pretrial and sentenced adults in custody to enhance a safe and secure environment 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

The Programs Unit strives to provide programs and services to adults in custody that will assist in increasing opportunities to become productive members of the community. Corrections Counselors provide services to stabilize, effectively manage, and positively impact pretrial and sentenced adults in custody. These services satisfy constitutional and statutory requirements, as well as assist with their progression through the jail (most secure to least secure housing) and successful re-entry into the community.

Corrections 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 jail staff and adults in custody (i.e. security, medical, records, auxiliary services, etc.) as well as, outside entities such as family, employers, attorneys, probation/parole officers, the Court, and various social service providers. Counselors engage in individual counseling with adults in custody to reduce the level of anxiety typical to those confined and to provide them with skills to successfully manage their behavior, thereby diffusing escalating behavior, especially for those suffering from serious mental health related concerns.

The Programs Unit not only provides exceptional service to the community by enhancing opportunity for successful re-entry, they assist in providing a safe housing environment for those confined and maximize the efficient, effective, and fiscally responsible use of jail beds.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of orientations, intakes and assessments	895	1,425	889	889
Outcome	Number of offenders placed into community beds thus freeing up jail beds	121	225	184	180
Outcome	Offenders participating in group programming that decreases offender bookings	9,555	9,500	8,990	8,990
Output	Number of offenders participating in Law Library	1,729	2,250	1,845	1,845

### Performance Measures Descriptions

"Number of orientations..." from Excel file w/ daily data entered by staff. "Number of offenders..." from Access database w/adults in custody 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 adults in custody, subsequent staff data entry on statistics report forms.

## Legal / Contractual Obligation

ORS 169.170; ORS 343.035 and ORS 336.187. Or. 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. ed programs; J03.02.02 - Involving ESD; J03.03.01 - Staffing for ed programs; J03.03.03 - Utilizing comm resources for ed programs; J04.02.01 and J04.03.01 - Rehab treatment programs; J04.04.03 - Utilizing community resources for treatment programs; J05.02.04 - Facility work assignments, convicted inmates.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,715,158	\$0	\$2,760,197	\$0
Contractual Services	\$93,167	\$0	\$93,167	\$0
Materials & Supplies	\$128,219	\$0	\$128,219	\$0
Internal Services	\$34,365	\$0	\$32,404	\$0
<b>Total GF/non-GF</b>	<b>\$2,970,909</b>	<b>\$0</b>	<b>\$3,013,987</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,970,909</b>		<b>\$3,013,987</b>	
<b>Program FTE</b>	22.50	0.00	21.50	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2020: 60430-20 Inmate Programs

The Adopted budget reduced \$1.2 million across three program offers:  
Dorm 13 (75 Beds) was closed by cutting 3.64 FTE from MCIJ Dorms 12 & 13 (60330B)  
1.00 FTE Corrections Counselor in Inmate Programs (60430)  
Overtime in MCDC - Core Jail & 4th Floor (60310A)



**Department:** Sheriff **Program Contact:** Nick Jarmer  
**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 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 250 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.

Volunteers and community partners assist the Multnomah County Sheriff's Office in achieving its organizational mission of providing quality, cost-effective prevention, intervention, and detention services to the community. By monitoring the agency's needs, Volunteer Services works to find professionals willing to share their time and expertise in many vital areas. 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.

The Multnomah County Sheriff's Office values all direct service work provided by community partner organizations. Most directly related to the work of the Sheriff's Office is addressing the needs of vulnerable and/or criminal justice involved populations, such as individuals struggling with mental health, addictions, employment/financial resources, and homelessness. MCSO's dedication to facilitating access, as volunteers/community partners for organizations staff with criminal justice involved individuals, promotes fiscally responsible practices and ensures continuity of care.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	# of service hours contributed by MCSO volunteers, interns & community partners	13,737	14,750	12,500	13,000
Outcome	Dollar value savings resulting from contributions of volunteer time	349,332	300,000	317,875	330,590
Output	Number of applicant inquiries and pre-screening reviews	307	350	315	315
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 \$25.43 based on 2019 figures.

## Legal / Contractual Obligation

Compliance monitoring of PREA (Prison Rape Elimination Act) and Harassment and Discrimination policies

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$122,026	\$0	\$126,310	\$0
Materials & Supplies	\$4,474	\$0	\$4,474	\$0
Internal Services	\$426	\$0	\$425	\$0
<b>Total GF/non-GF</b>	<b>\$126,926</b>	<b>\$0</b>	<b>\$131,209</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$126,926</b>		<b>\$131,209</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2020: 60435-20 Volunteers

<b>Department:</b>	Sheriff	<b>Program Contact:</b>	Nick Jarmer
<b>Program Offer Type:</b>	Existing Operating Program	<b>Program Offer Stage:</b>	As Adopted
<b>Related Programs:</b>	60350		

**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 59 beds in a 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 individuals will be identified early to allow for pre-conviction services and to 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, the Department of Community Justice (DCJ), community service providers, and offenders in custody, the program 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 adults in custody assists in increasing the likelihood of success in the community post release. In-jail MCJRP intervention requires a partnership between MCSO and the DCJ to create a dedicated housing location within MCSO's Inverness Jail allowing for saturated in-jail programming and proactive linkage to community providers, therefore offering an increased opportunity for offender success upon release.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of MCJRP adults in custody placed in dedicated dorm to receive in jail programming	666	675	542	550
Outcome	Average number of programming hours (not including work crew) attended daily per adult in custody	3.9	3.5	3.9	3.9

### Performance Measures Descriptions

Data come from SWIS and the programs database.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$150,744	\$0	\$167,080
Internal Services	\$0	\$15,074	\$0	\$16,708
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$165,818</b>	<b>\$0</b>	<b>\$183,788</b>
<b>Program Total:</b>	<b>\$165,818</b>		<b>\$183,788</b>	
<b>Program FTE</b>	0.00	1.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$165,818	\$0	\$183,788
<b>Total Revenue</b>	<b>\$0</b>	<b>\$165,818</b>	<b>\$0</b>	<b>\$183,788</b>

Explanation of Revenues

This program generates \$16,708 in indirect revenues.  
 \$183,788 - HB3194 Justice Reinvestment Funding

Significant Program Changes

Last Year this program was: FY 2020: 60440-20 HB3194 Justice Reinvestment - Program Administrator

**Department:** Sheriff                      **Program Contact:** Nick Jarmer  
**Program Offer Type:** Existing Operating Program                      **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Close Street Supervision (CSS) is an intensive pretrial supervision program that provides services to individuals arrested for Measure 11 and domestic violence crimes, as well as a select group of defendants with significant behavioral health needs. This program affords eligible defendants an opportunity to manage their day-to-day lives while awaiting court proceedings. CSS is focused on providing public safety through the effective management of those who would not be otherwise eligible for release. This program supports accountability and re-entry of incarcerated adults into the community and also decreases jail bed utilization.

**Program Summary**

The Close Street Supervision (CSS) Unit provides exceptional service to the community by utilizing methods of supervision that support accountability while transitioning pretrial defendants out of jail beds.

At the direction of the Court, CSS is designed to provide intensive, individualized supervision and management of multiple need pretrial arrestees who would otherwise be ineligible for release. This program is aimed to support and enhance community safety by assessing a broad number of the in-custody population for program suitability, expanding case management and supervision, and providing timely consequences for program violations.

CSS deputies help promote community safety by developing and supporting plans that helps to ensure client accountability and safety in the community; including home visits, telephone check-ins, electronic monitoring, office visits, and court reminders. The CSS Deputies are also in direct contact with victims to ensure that crime victims can face the future with confidence knowing that the accused is being held to a high standard of accountability prior to the resolution of the case.

The addition of two corrections counselors has allowed CSS to expand its ability to assist clients in reconnecting with employment, mental health and SUDS providers, family services, housing, and coordinating other social service needs—duties that previously fell solely on the deputies. Also with the addition of corrections counselors, CSS is able to provide evidence-based, cognitive behavioral classes (i.e. anger management, problem solving, substance abuse, etc.) that help to address criminogenic needs and support pro-social behavior change, thus improving client success and stability.

The CSS program has sustained a consistent caseload of approximately 250, while the current funding level is designed for a caseload of 125. Although, the CSS program is still operating at the expanded caseload, the strain on the resources is impacting the program's overall effectiveness.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total number of referrals to the Close Street program	1,222	2,200	1,270	1,250
Outcome	Average number of supervised people per deputy	59	97	55	60
Outcome	Percent of population appearing for all court dates during supervision	95.72%	96%	95%	95%
Outcome	Percent of population arrested for new crimes during supervision	1.47%	4%	4%	5%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,110,779	\$0	\$1,237,480	\$0
Contractual Services	\$36,080	\$0	\$36,080	\$0
Materials & Supplies	\$34,333	\$0	\$34,333	\$0
Internal Services	\$74,599	\$0	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$1,255,791</b>	<b>\$0</b>	<b>\$1,307,893</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,255,791</b>		<b>\$1,307,893</b>	
<b>Program FTE</b>	7.00	0.00	7.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60445A-20 Close Street

**Department:** Sheriff **Program Contact:** Derrick Peterson

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

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The Warehouse offers critical support to MCSO Corrections, Business Services, Law Enforcement, arrestees, pre-trial defendants, sentenced offenders, other agencies, and the public. Warehouse activities include requisitions and receiving and distributing equipment and supplies to support MCSO units. Also, the Warehouse provides commissary services that support the needs of adults in custody. The Warehouse, in cooperation with other county, state and federal entities, serves as the Receipt, Stage, and Storage (RSS) center in the event of certain countywide public health emergencies.

### Program Summary

Within the Auxiliary Services Unit, the MCSO Warehouse facilitates the distribution of goods and services in support of MCSO operations and activities.

The receipt and distribution of property and supplies through the warehouse supports MCSO activities in eleven facilities, often on a daily basis. Receiving, warehousing, and distributing items used by MCSO requires continual attention to ensure accurate and timely logistics outcomes. The Warehouse supports the needs of persons in custody, through ordering and delivery of detention facility supplies, as well as encompasses commissary operations. As part of the mission of the Warehouse in addressing female specific needs, the Warehouse has met the mandate outlined in HB2515 (2019) now codified at ORS 169.076(15), by supplying feminine hygiene products free of charge.

Warehouse staff emphasize the safety and security of personnel and those in custody as their highest priority. Operational goals are prioritized, with emphasis on supporting the health, safety, and well-being of persons in custody in conjunction with the support of all MCSO operations.

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, Emergency Management, and other state and federal entities.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total dollar value of purchase orders processed for Warehouse items	525,000	650,000	550,000	600,000
Outcome	Total number of delivery stops made	2,925	3,240	3,010	3,160

### Performance Measures Descriptions

"Total dollar value of purchase orders processed for Warehouse items" is a new performance measure. Data from Workday report. "Total number of delivery stops made" from internal daily/monthly spreadsheet data provided by EPT Robert Sumpter.

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$889,584	\$0	\$956,877	\$0
Materials & Supplies	\$18,829	\$0	\$18,829	\$0
Internal Services	\$173,835	\$0	\$202,220	\$0
<b>Total GF/non-GF</b>	<b>\$1,082,248</b>	<b>\$0</b>	<b>\$1,177,926</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,082,248</b>		<b>\$1,177,926</b>	
<b>Program FTE</b>	6.60	0.00	6.60	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2020: 60450-20 Warehouse



**Department:** Sheriff **Program Contact:** Derrick Peterson

**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 Property Technicians conduct the inventory of all inmate property and ensure safe, secure storage of property entrusted to their care. Through the inventory process, they are also able to safely identify and ensure removal of prohibited items from the detention facilities. MCSO also provides reliable laundry services for persons in custody, issuing 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 continuous basis. 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 ensure the personal possessions of adults in custody are stored in a secure and respectful manner and that all funds associated with each individual 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 adults in custody are provided with clean, serviceable clothing and linens. Clean laundry and linen products are provided on a bi-weekly basis. Sewing services are also provided to mend and prolong the life of jail clothing, as well as 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 the Juvenile Detention Facility and Transition Projects Warming Centers. Transition Projects serves the homeless population, and the Laundry Facility provides clean blankets twice weekly during the cold winter months. Additionally, the Laundry Facility provides clean blankets throughout the entire year, as well as during the winter months to other designated locations.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Pounds of clean laundry processed for inmates	981,560	960,707	975,500	990,000
Outcome	Total paid claims regarding lost/missing inmate property	2	6	4	5
Outcome	Total bookings/releases processed by Property	59,000	60,453	59,000	60,100

### Performance Measures Descriptions

"Pounds of clean laundry processed for inmates" from an internal daily spreadsheet, maintained on the MCSO shared drive. Data provided by Lead EPT Chris Winegerd. "Total paid claims regarding lost/missing inmate property" provided by Corvel. "Total booking/releases processed by Property" from Planning and Research, Tardis Report 703 (total bookings) and Tardis 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,170,079	\$0	\$2,237,184	\$0
Materials & Supplies	\$97,218	\$0	\$97,218	\$0
Internal Services	\$268,123	\$0	\$208,102	\$0
Capital Outlay	\$128,125	\$0	\$128,125	\$0
<b>Total GF/non-GF</b>	<b>\$2,663,545</b>	<b>\$0</b>	<b>\$2,670,629</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,663,545</b>		<b>\$2,670,629</b>	
<b>Program FTE</b>	20.00	0.00	20.00	0.00

Program Revenues				
Service Charges	\$5,000	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2020: 60455-20 Property & Laundry

**Department:** Sheriff **Program Contact:** Derrick Peterson  
**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

Commissary is a self-sustaining program; it does not utilize funding from the Inmate Welfare Fund (IWF) or the General Fund. Proceeds from Commissary operations are directed into the Inmate Welfare Fund, which provides direct services and products that otherwise may not be funded for the benefit of adults in custody. In addition, Commissary personnel are also included as part of the RSS (Receipt, Stage, and Storage) operations, as support for certain countywide public health emergencies.

**Program Summary**

Commissary, which is part of the IWF, successfully provides culturally compatible products to adults in custody at competitive pricing. Commissary provides a sense of normalcy to individuals while incarcerated. Available items in commissary include personal hygiene products, stationery, and a variety of food items.

An internal commissary system provides improved contraband control, while allowing adults in custody to buy approved and appropriate items. Commissary promotes positive behavior among the in-custody population, with increased access to purchase a larger variety of commissary items based on their housing location. The Commissary program is an important asset to MCSO's facilities, as both a behavioral management tool and a revenue stream that assists in providing services to adults in custody within MCSO detention facilities. Funds received from Commissary are reinvested to directly benefit adults in custody. The detention facilities do not make a profit from commissary sales. Profits from commissary sales are directed into the IWF, which is then utilized to fund additional support services for detainees including chaplain resources, library materials, as well as assistance to in-custody adults who are indigent. These additional services boost morale and create a better atmosphere for those in custody, as well as detention staff.

As of November 1, 2017, inmate accounts changed to a 70/30 split. Monetary deposits for adults in custody are split with 70% of the funds going to a trust account for spending while in custody, and 30% being applied to debt or other funds owed. This change has significantly increased commissary order size and frequency. Adults in custody, who were commonly indigent due to funds owed, now have the ability to place commissary orders on a more frequent basis.

Additionally, Commissary personnel train routinely as part of RSS operational readiness planning and response. Staff plan in a collaborative partnership with the Multnomah County Health Department, Emergency Management and other county, state, and federal entities to assist in the event of certain countywide public health emergencies.

**Performance Measures**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY19 Actual</b>	<b>FY20 Budgeted</b>	<b>FY20 Estimate</b>	<b>FY21 Offer</b>
Output	Total number of commissary orders filled for inmates	55,937	60,312	55,700	60,100
Outcome	Total dollars of commissary sales	1,657,086	1,110,000	1,250,720	1,400,150

**Performance Measures Descriptions**

Data from the Inmate Accounting System (SWIS).

## Legal / Contractual Obligation

Charter 6.50(1)  
Operational Procedures 06.106.010 – 06.106.088  
Oregon Jail Standards F-301, F-302, F-303, F-304, F-305, F-306

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>
Personnel	\$0	\$455,218	\$0	\$477,252
Contractual Services	\$0	\$5,000	\$0	\$628,082
Materials & Supplies	\$0	\$726,781	\$0	\$127,740
Internal Services	\$0	\$103,661	\$0	\$108,543
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,290,660</b>	<b>\$0</b>	<b>\$1,341,617</b>
<b>Program Total:</b>	<b>\$1,290,660</b>		<b>\$1,341,617</b>	
<b>Program FTE</b>	0.00	4.23	0.00	4.23

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$1,172,172	\$0	\$1,224,117
Beginning Working Capital	\$0	\$100,988	\$0	\$100,000
Service Charges	\$0	\$17,500	\$0	\$17,500
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,290,660</b>	<b>\$0</b>	<b>\$1,341,617</b>

## Explanation of Revenues

This program generates \$60,038 in indirect revenues.

Inmate Welfare Trust Fund:

\$100,000-Beginning Working Capital from FY 20 Carry-over

\$1,189,257 - Revenue from Commissary Sales to Inmates (Based on FY 20 Mid-year actuals Jul-Oct)

\$17,500 - records requests, hearing fees, statement requests, grievance fees, food handlers certificate fees

\$30,000 - hygiene kits and copies

\$4,860 - disciplinary fines

## Significant Program Changes

Last Year this program was: FY 2020: 60460-20 Commissary & Inmate Welfare

**Department:** Sheriff **Program Contact:** Nicole Morrisey  
**Program Offer Type:** Administration **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

The Enforcement Division Administration provides leadership and strategic direction to agency members and focuses on providing quality, cost effective public safety services to the community. The Enforcement Division Administration assesses and develops program offerings to ensure essential public safety services are positioned to support the citizens of Multnomah County and provide a safe community for all.

### Program Summary

Enforcement Division Directors are responsible for policy development and oversight of all Division functions, including; supervision, management and assignment of resources. The Enforcement Division oversees multiple units, which through efficient collaboration, directly support the daily operations of the Sheriff's Office and provide public safety services throughout unincorporated Multnomah County and the contract cities of Wood Village, Maywood Park, Troutdale, and Fairview. These services include the enforcement of Oregon Criminal Code, County Ordinances, and contract city code through uniformed patrol, marine patrol, investigative efforts, civil process, community and school resource programs, as well as multiple system partner collaborative teams. These programs provide emergency response and self-initiated field activities dedicated to preserving and protecting life and property, promote community accountability, provide education opportunities focusing on public safety issues, while also providing referrals to community based resources for individuals experiencing houselessness, substance use, or mental health challenges. Additionally, the Enforcement Division has a robust partnership with County Emergency Management and participates in collaborative efforts to prepare and staff emergency operations.

Enforcement Division members recognize the importance of community engagement, building relationships, maintaining trust, and gaining a comprehensive understanding of each community we serve. This approach allows MCSO to develop and implement effective strategies to address the unique needs of each community and remain the forefront of our ever-changing environment.

The efficient collaboration of all units assigned to the Enforcement Division, with the coordination of all Sheriff's Office Divisions and the Executive Office, directly supports the daily operations of the Agency and ensures an efficient and effective public safety system.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent performance measurements met in Division	83%	85%	83%	85%
Outcome	Number of new hires in Enforcement Division	15	15	10	12

### 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, Logistics moved from Enforcement to Business Services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$448,925	\$0	\$471,656	\$0
Contractual Services	\$7,002	\$0	\$7,002	\$0
Materials & Supplies	\$155,878	\$0	\$155,878	\$0
Internal Services	\$144,422	\$0	\$134,994	\$0
<b>Total GF/non-GF</b>	<b>\$756,227</b>	<b>\$0</b>	<b>\$769,530</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$756,227</b>		<b>\$769,530</b>	
<b>Program FTE</b>	2.00	0.00	2.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60500-20 Enforcement Division Admin

**Department:** Sheriff **Program Contact:** Travis Gullberg

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

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Patrol Unit protects citizens residing and recreating in unincorporated Multnomah County and the contract cities of Fairview, Maywood Park, Troutdale, and Wood Village by responding to emergencies, patrolling neighborhoods, performing traffic safety duties, and providing educational opportunities throughout the community. 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 services.

**Program Summary**

Patrol provides 24/7 protection of life and property for visitors and residents in the unincorporated areas of Multnomah County and the contract cities of Fairview, Maywood Park, Troutdale, and Wood Village. They provide public safety services by responding to service calls through the 911 system, non-emergency dispatch, and self-initiated field activities. Deputies are the first responders to any emergent situation requiring an immediate response.

Collaborating with schools, businesses, and neighborhood associations, deputies seek to understand community needs and utilize problem solving skills to assess, investigate, and intervene in criminal related activities. Criminal intervention may result in a disruption of the family unit, and deputies connect with social service providers to assist with stabilizing children and families through housing, health, and behavioral 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 indicates that community policing is a proven and historical strategy to community safety. The Patrol Unit provides the introduction of county-wide social service programs and actively engages with citizen groups and neighborhood associations to develop agreed upon strategies to address community challenges.

Recognizing the unique needs of each and every community we serve and encouraging collaborative efforts is key to providing a safe and livable community for all.

**Performance Measures**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY19 Actual</b>	<b>FY20 Budgeted</b>	<b>FY20 Estimate</b>	<b>FY21 Offer</b>
Output	Calls for service	64,428	66,000	64,026	66,000
Outcome	Number of arrests generated from calls for service	3,664	3,500	3,892	3,500
Outcome	Average response time (minutes)	9	10	10	10

**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.

## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$11,966,489	\$140,004	\$12,474,867	\$139,457
Contractual Services	\$2,442	\$3,000	\$2,442	\$3,000
Materials & Supplies	\$367,042	\$125,375	\$367,042	\$17,000
Internal Services	\$1,649,805	\$16,996	\$1,808,391	\$17,543
Capital Outlay	\$290,065	\$0	\$290,065	\$0
<b>Total GF/non-GF</b>	<b>\$14,275,843</b>	<b>\$285,375</b>	<b>\$14,942,807</b>	<b>\$177,000</b>
<b>Program Total:</b>	<b>\$14,561,218</b>		<b>\$15,119,807</b>	
<b>Program FTE</b>	61.75	0.00	61.75	0.00

Program Revenues				
Intergovernmental	\$0	\$115,000	\$0	\$115,000
Other / Miscellaneous	\$0	\$40,000	\$0	\$40,000
Beginning Working Capital	\$0	\$108,375	\$0	\$0
Service Charges	\$6,220,836	\$22,000	\$6,453,641	\$22,000
<b>Total Revenue</b>	<b>\$6,220,836</b>	<b>\$285,375</b>	<b>\$6,453,641</b>	<b>\$177,000</b>

## Explanation of Revenues

This program generates \$17,543 in indirect revenues.

General Fund: - \$39,895-Maywood Pk (3.1% CPI increase from Prev. Year); \$460,164-Wood Village (3.1% CPI increase from Prev. Year); \$3,272,263-City of Troutdale Contract per Budget Office's GF Allocation Sheet, increased by CPI rate; \$2,681,319-City of Fairview Contract per Budget Office's GF Allocation Sheet, increased by CPI and new PERS rate

Fed/State Fund: \$22,000-Patrol Services to OR State Parks within Multnomah County; \$20,000-OSSA Seatbelt Grant; \$20,000 - OSSA DUll Grant; \$80,000 - Patrol Services to OR Dept. of Transportation Construction Zones and Truck Inspections; \$15,000 - Speed Enforcement for ODOT

Special Ops Fund: \$20,000-Reimbursement from OR Fire Marshal for Hazardous Materials Activities

## Significant Program Changes

**Last Year this program was:** FY 2020: 60505-20 Patrol

Additional \$50,000 for overtime and associated fringe and insurance. This funding was re-allocated from various M&S lines within the Sheriff's Office budget.

House Bill's 4152 One-Time-Only funding for Search and Rescue was spent out in FY 20.





## 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

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>
Personnel	\$1,294,282	\$0	\$1,390,506	\$0
Contractual Services	\$1,220	\$0	\$1,220	\$0
Materials & Supplies	\$42,054	\$0	\$42,054	\$0
Internal Services	\$167,332	\$0	\$222,140	\$0
<b>Total GF/non-GF</b>	<b>\$1,504,888</b>	<b>\$0</b>	<b>\$1,655,920</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,504,888</b>		<b>\$1,655,920</b>	
<b>Program FTE</b>	8.00	0.00	8.00	0.00

<b>Program Revenues</b>				
Fees, Permits & Charges	\$188,183	\$0	\$190,147	\$0
Service Charges	\$220,250	\$0	\$224,000	\$0
<b>Total Revenue</b>	<b>\$408,433</b>	<b>\$0</b>	<b>\$414,147</b>	<b>\$0</b>

## Explanation of Revenues

General Fund:

\$190,147 - Civil Process Fees and Civil Foreclosure Fees due to property sales

\$220,000 - Circuit Court Revenue

\$4,000 - Reimbursement for State Extraditions

Based on FY 2020 mid-year actuals.

## Significant Program Changes

Last Year this program was: FY 2020: 60510A-20 Civil Process

**Department:** Sheriff **Program Contact:** James Eriksen

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

**Related Programs:**

**Program Characteristics:**

### Executive Summary

The Multnomah County Sheriff’s River Patrol Unit collaborates 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 the 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 Multnomah County Sheriff’s Office River Patrol Unit provides protection and intervention for the numerous County moorages, marinas and houseboat communities. The nation’s fifth largest port requires unobstructed ingress and egress of commercial ship movement into the region. River Patrol Deputies respond to all life threatening marine calls for service such as boat collisions, drownings, missing persons, suicidal subjects and environmental hazards.

Deputies assigned to the River Patrol Unit are challenged with addressing the ongoing surrounding abandoned and derelict vessels in and near the waterways of Multnomah County. 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 2017, the Port of Portland moved 11,485,311 tons of cargo through its facilities and there were 397 calls to port terminals by ocean-going vessels. 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 Deputies 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 Multnomah County 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Hours of community water safety education	211	200	200	250
Outcome	Number of citizens issued boater examination reports, warning, and citations	1,093	2,000	850	1,300

### Performance Measures Descriptions

Data from Oregon State Marine Board (OSMB) 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 FY19 includes 32 prep hours). \*4,544 people were contacted during educational hours in FY 19. OSMB requested more on water presence to reduce boating incidents and reckless operation in lieu of Boat Examinations. Boat Examinations were reduced by half to provide the extra on water presence.

## Legal / Contractual Obligation

Patrol operates under ORS Chapter 830 and contracts with the Oregon Marine Board.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,597,629	\$752,953	\$1,633,404	\$790,102
Contractual Services	\$1,040	\$0	\$1,040	\$0
Materials & Supplies	\$118,046	\$30,185	\$118,046	\$44,047
Internal Services	\$288,186	\$1,732	\$322,590	\$1,788
Capital Outlay	\$34,642	\$0	\$34,642	\$0
<b>Total GF/non-GF</b>	<b>\$2,039,543</b>	<b>\$784,870</b>	<b>\$2,109,722</b>	<b>\$835,937</b>
<b>Program Total:</b>	<b>\$2,824,413</b>		<b>\$2,945,659</b>	
<b>Program FTE</b>	7.50	5.00	7.50	5.00

Program Revenues				
Intergovernmental	\$0	\$743,870	\$0	\$794,937
Other / Miscellaneous	\$0	\$25,000	\$0	\$25,000
Service Charges	\$0	\$16,000	\$0	\$16,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$784,870</b>	<b>\$0</b>	<b>\$835,937</b>

## Explanation of Revenues

This program generates \$1,788 in indirect revenues.

Fed/State Fund:

\$16,000 - River Patrol Services for Government Island

\$794,937 - River Patrol Services for the Oregon Marine Board

Special Ops Fund:

\$25,000 - Reimbursement for Boat Repair and Boat Fuel from other Jurisdictions

## Significant Program Changes

Last Year this program was: FY 2020: 60515A-20 River Patrol

**Department:** Sheriff **Program Contact:** James Eriksen

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

**Related Programs:**
**Program Characteristics:**

### Executive Summary

This program provides for investigation of all serious person crimes, including those involving homicide, sexual assault, domestic violence, crimes against children, crimes against the elderly and firearm-related crimes.

### Program Summary

Detectives investigate all person crimes that are not resolved 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.

With changes to the statewide Department of Human Services (child protective services) hotline reporting and case management, the MCSO Detective Unit now receives and processes all DHS reports of alleged child abuse and neglect in order to ensure cases are cross-reported. This process is a new responsibility taken on by the Detectives Unit.

MCSO Detectives Unit program also supplies a dedicated detective for follow-up investigation and victims' services for domestic violence cases through the Domestic Violence Enhanced Response Team.

The Detective Unit also registers approximately 450 sex offenders annually and conducts sex offender compliance sweeps. The Elder Abuse detective works 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 collaborates with other agencies to provide a thorough investigation for crimes occurring in the jurisdiction of MCSO.

With the reduction of the U-Visa Detective position, the Detectives Unit now takes responsibility for receiving, processing, and reporting to the State of Oregon on all U-Visa applications that are submitted to MCSO.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total cases investigated	408	225	530	450
Outcome	Total cases cleared	352	200	420	400
Output	Person crime cases investigated	301	175	465	400
Outcome	Person crime cases cleared	250	125	320	300

### Performance Measures Descriptions

Data from Law Enforcement Associates Data Technologies caseload database and RMS. There has been a dramatic increase in the number of serious person crime cases investigated by Detectives while over past years cutting FTE's to the program. Total cases are expected to be fewer as property crimes are no longer able to be assigned in the Detectives Unit based on the increase of serious person crimes; especially child abuse crimes.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,108,248	\$37,671	\$2,122,924	\$39,684
Contractual Services	\$7,900	\$0	\$7,900	\$0
Materials & Supplies	\$42,166	\$0	\$42,166	\$0
Internal Services	\$218,460	\$4,573	\$253,410	\$4,992
<b>Total GF/non-GF</b>	<b>\$2,376,774</b>	<b>\$42,244</b>	<b>\$2,426,400</b>	<b>\$44,676</b>
<b>Program Total:</b>	<b>\$2,419,018</b>		<b>\$2,471,076</b>	
<b>Program FTE</b>	11.90	0.25	11.90	0.25

Program Revenues				
Intergovernmental	\$0	\$42,244	\$0	\$44,676
Service Charges	\$36,000	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$36,000</b>	<b>\$42,244</b>	<b>\$0</b>	<b>\$44,676</b>

Explanation of Revenues

This program generates \$4,992 in indirect revenues.  
 Federal/State:  
 \$44,676 - Domestic Violence (DVERT) Grant

Significant Program Changes

Last Year this program was: FY 2020: 60520A-20 Detectives and Elder Abuse

**Department:** Sheriff **Program Contact:** James Eriksen**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted**Related Programs:****Program Characteristics:****Executive Summary**

This offer purchases funding for 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 Multnomah County Sex Trafficking Collaborative, International Human Trafficking Task Force and the Department of Justice Trafficking Intervention Advisory Committee to both aid in prosecution of Human Trafficking crimes and intervene with victims while in custody.

**Program Summary**

Human Trafficking is a crime that persists even within County jails. At-risk inmates are identified as a commodity, and, once out of custody, may be passed to persons involved in crimes such as coercion, prostitution, promoting prostitution, sex abuse, luring and purchasing of a minor and contributing to the delinquency of a minor. This offer continues funding for a Corrections Sergeant to develop, collect, analyze, organize, and disseminate intelligence information targeting human trafficking activities inside the jails. The Corrections Sergeant shares information with the various task force partners on potential perpetrators, maintains a database for tracking information, and uses a screening instrument to quickly identify vulnerable individuals including at-risk inmates.

Facilitated by the Corrections Sergeant, trafficking victims in custody are connected with in-jail programs and intervention/transition services with contracted non-government core service providers. Working with agencies that are part of the Multnomah County Sex Trafficking Task Force, trauma-informed care for victim needs are addressed, including shelter services, mental health and substance use services/treatment, mentorship, case management and confidential advocacy.

Individuals suspected or convicted of trafficking are identified where their information that may be used in further investigations. Trafficking purchasers, too, are being documented to provide additional intelligence on Human Trafficking crimes.

The Corrections Sergeant has been working with volunteer interns; mentoring potential criminal justice majors and having them assist with intelligence data entry and research. Interns have provided over 9,000 volunteer hours the last three fiscal years. The Corrections Sergeant also presents at local, regional and national law enforcement NGO and Public Events. Increasing the knowledge base of human trafficking is key to addressing this crime.

**Performance Measures**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY19 Actual</b>	<b>FY20 Budgeted</b>	<b>FY20 Estimate</b>	<b>FY21 Offer</b>
Output	Average daily number of Trafficking Victims in custody	19	15	20	15
Outcome	Average daily number of Traffickers Suspected/ Prosecuted in custody	83	88	83	88
Outcome	Involved Cases Prosecuted	52	15	45	15
Outcome	Involved Cases Pending Prosecution	42	30	29	30

**Performance Measures Descriptions**

Average daily number of Trafficking Victims/Traffickers are new performance measures. Suspected Traffickers are identified based on intelligence gathered across CSEC agencies. The performance measure numbers are from SWIS and spider web software.

## Legal / Contractual Obligation

HB 2205 Appointment to Trafficking Intervention Advisory Committee; HB 3446A Provides that release decision for defendant must include order prohibiting contact with victim and third-party contact with victims while defendant is in custody; SB249A Establishes procedures for person to file motion to vacate judgment of conviction for prostitution if person was victim of sex trafficking; SB250 Creates affirmative defense to crime of prostitution if, defendant was victim of certain trafficking crime; HB3176A Authorizes court to consider whether defendant committed crime while under coercion.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$203,079	\$0	\$209,058	\$0
Materials & Supplies	\$426	\$0	\$0	\$0
Internal Services	\$0	\$0	\$851	\$0
<b>Total GF/non-GF</b>	<b>\$203,505</b>	<b>\$0</b>	<b>\$209,909</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$203,505</b>		<b>\$209,909</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2020: 60521-20 In-Jail Human Trafficking



**Department:** Sheriff **Program Contact:** James Eriksen  
**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 the communities, SIU has modified its mission over the past several years to accommodate the significant impacts of Methamphetamine and other dangerous drugs infesting neighborhoods, schools, recreational areas and work places. Statistics show that about 90% of all crime can be attributed to dangerous drugs in the 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.

SIU also has special training, experience, and unique skill set that makes them an investigative asset for law enforcement agencies around the region.

**Performance Measures**

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	SIU drug cases	172	145	150	150
Outcome	Percent of SIU drug cases that are methamphetamine	38%	50%	35%	35%
Output	Number of searches	293	160	200	200
Outcome	Percent of searches resulting in an arrest	94%	85%	95%	85%

**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 Unit maintained levels of efficiency despite a turnover of 40% turnover of personnel assigned in the unit. The number of methamphetamine cases has dropped as the Unit has responded to the opioid crisis and is working many more cases involving heroin and other opioids.

**Legal / Contractual Obligation**

ORS 206.010, General duties of sheriff

**Revenue/Expense Detail**

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,121,211	\$26,753	\$1,142,970	\$26,648
Contractual Services	\$0	\$230,000	\$0	\$80,000
Materials & Supplies	\$14,761	\$160,000	\$14,761	\$130,000
Internal Services	\$99,163	\$3,247	\$125,455	\$3,352
Capital Outlay	\$0	\$50,000	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$1,235,135</b>	<b>\$470,000</b>	<b>\$1,283,186</b>	<b>\$240,000</b>
<b>Program Total:</b>	<b>\$1,705,135</b>		<b>\$1,523,186</b>	
<b>Program FTE</b>	7.00	0.00	7.00	0.00

Program Revenues				
Intergovernmental	\$0	\$110,000	\$0	\$110,000
Other / Miscellaneous	\$0	\$60,000	\$0	\$60,000
Beginning Working Capital	\$0	\$300,000	\$0	\$70,000
Service Charges	\$20,000	\$0	\$20,000	\$0
<b>Total Revenue</b>	<b>\$20,000</b>	<b>\$470,000</b>	<b>\$20,000</b>	<b>\$240,000</b>

**Explanation of Revenues**

This program generates \$3,352 in indirect revenues.

General Fund: \$20,000 - Overtime Reimbursement for US Marshal Fugitive Task Force Activity

Fed/State Funds: \$50,000 - Proceeds from Federal Equitable Sharing Forfeitures; \$20,000 - Carry-over from Fiscal Year 2020; \$60,000 - Funding from HIDTA (High Intensity Drug Trafficking Activity) Grant.

Special Ops Funds: \$10,000 - Proceeds from Seizure/Forfeiture Auctions; \$50,000 - Proceeds from Civil Seizure/Forfeitures due to criminal activity, \$50,000 - Carry-over from FY 2020.

**Significant Program Changes**

Last Year this program was: FY 2020: 60525-20 Special Investigations Unit



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,060,408	\$0	\$1,469,085
Internal Services	\$0	\$128,734	\$0	\$185,662
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,189,142</b>	<b>\$0</b>	<b>\$1,654,747</b>
<b>Program Total:</b>	<b>\$1,189,142</b>		<b>\$1,654,747</b>	
<b>Program FTE</b>	0.00	7.00	0.00	9.00

Program Revenues				
Service Charges	\$0	\$1,189,142	\$0	\$1,654,747
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,189,142</b>	<b>\$0</b>	<b>\$1,654,747</b>

Explanation of Revenues

This program generates \$184,811 in indirect revenues.  
 Special Ops Fund:  
 \$1,654,747 - Transit Patrol Services provided for Tri-met

Significant Program Changes

Last Year this program was: FY 2020: 60530-20 TriMet Transit Police

In FY 2020, Tri-met Contract added 1.00 FTE Lieutenant position and 1.00 FTE Sergeant position.

**Department:** Sheriff **Program Contact:** Travis Gullberg  
**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

This program combines Community Resource Deputies (CRDs) and School Resource Deputies (SRDs). CRDs engage all community members through effective community policing practices. They assist our communities with emergency preparedness and safety education by attending community meetings and events and provide enhanced police services for the communities they serve. SRDs are the conduit among schools, law enforcement, and social services. These deputies also ensure a first-line of protection if a violent, active threat is present, as well as provide criminal investigative services.

### Program Summary

MCSO provides public safety services 24 hours a day, 7 days a week for the residents residing in the unincorporated areas of Multnomah County and the contract cities of Fairview, Maywood Park, Troutdale, and Wood Village. Deputies are the first responders to any emergency requiring an immediate response. Working with schools, businesses, and neighborhood associations, CRDs seek to understand community needs and use problem solving skills to assess, investigate, and intervene in criminal activities. CRD's also build relationships in order to establish community trust. By utilizing community policing strategies, such as educating vulnerable populations on current crime trends, sharing emergency preparedness information, and providing social service referrals, CRDs make a positive impact on the communities they serve.

The Corbett and Reynolds District School Resource Deputies work with at-risk children and their families to provide educational opportunities addressing various issues including substance use, and deputies often 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. SRD activities include: illegal drug enforcement, prevention and education, providing resources for guiding and intervening with at risk students by supporting their teachers and parents, and intervening in the exploitation, physical, and sexual abuse of children while also 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 indicates that community policing is a proven and historical strategy to community safety.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Student Contacts	3,020	3,000	3,020	1500
Outcome	Percentage of students involved in crimes	0.06%	0.06%	0.06%	0.06%
Output	Hours of classroom education	255	230	220	110
Output	Number community meetings attended	260	300	300	150

### Performance Measures Descriptions

“Hours of Classroom Education” includes 24 hours of “MCSO Youth Academy” classroom hours.

## Legal / Contractual Obligation

ORS 206.010, General Duties of Sheriff.  
ORS 204.635, Deputies of Sheriff; Special Appointment, Authority, etc.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
<b>Program Expenses</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>
Personnel	\$1,085,641	\$47,389	\$1,215,174	\$47,621
Materials & Supplies	\$9,084	\$0	\$24,537	\$0
Internal Services	\$10,852	\$5,753	\$0	\$6,279
Capital Outlay	\$10,250	\$0	\$35,093	\$0
<b>Total GF/non-GF</b>	<b>\$1,115,827</b>	<b>\$53,142</b>	<b>\$1,274,804</b>	<b>\$53,900</b>
<b>Program Total:</b>	<b>\$1,168,969</b>		<b>\$1,328,704</b>	
<b>Program FTE</b>	6.70	0.30	7.35	0.30

<b>Program Revenues</b>				
Service Charges	\$554,594	\$53,142	\$778,233	\$53,900
<b>Total Revenue</b>	<b>\$554,594</b>	<b>\$53,142</b>	<b>\$778,233</b>	<b>\$53,900</b>

## Explanation of Revenues

This program generates \$6,279 in indirect revenues.

General Fund:

\$46,358 - Corbett School District pays this towards the cost of a 0.35 FTE SRD

\$532,784 - Reynolds School District pays for four 0.75 FTE SRDs

\$199,091 - City of Troutdale pays for 1.00 FTE CRD

Fed/State Fund:

\$53,900 - Patrol Services provided to the US Forest Service during summer months

## Significant Program Changes

**Last Year this program was:** FY 2020: 60535A-20 School & Community Resource Officer Program

The Adopted budget adds 1.00 FTE for a City of Troutdale Community Resource Deputy, which is funded by the City of Troutdale.

The Adopted budget reduced \$57,000 and 0.35 FTE of the General Fund portion of the Corbett School Resource Deputy.

**Department:** Sheriff **Program Contact:** Travis Gullberg  
**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

This program was initially funded with one-time-only dollars for FY 2018. A team of two Deputies (2.00 FTE) provides consistent positive interaction with the homeless, connecting them with needed services and provide resources for community engagement. MCSO coordinates with service providers and assist the vulnerable homeless population on a daily basis to ensure their fundamental needs are being addressed.

### Program Summary

The HOPE Team is comprised of two Deputies who provide consistent outreach to homeless citizens in order to connect them to services and find a path out of homelessness. The Team works collaboratively with service providers to meet the shared vision of A Home for Everyone – that no one should be homeless; everyone needs a safe, stable place to call home.

The HOPE Team collaborates 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.

The HOPE Team will conduct field outreach on foot and bicycles in their effort to connect with this vulnerable population. Because some of the homeless may be experiencing mental health challenges, substance abuse issues, military veterans lacking support, or families in need of immediate assistance, the Team works to understand individual needs to match with appropriate services.

Being a first-responder to service calls associated with unlawful camping, the HOPE Team provides a compassionate, “outreach first” philosophy prior to enforcing unlawful camping ordinances. Homeless citizens are 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Homeless Citizens Contacted	729	800	805	800
Outcome	Number of referrals made to services	200	300	306	300

### Performance Measures Descriptions

Data based phone app; some HOPE Team makes contacts are not documented on the app.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$264,793	\$0	\$325,106	\$0
Internal Services	\$0	\$0	\$13,593	\$0
<b>Total GF/non-GF</b>	<b>\$264,793</b>	<b>\$0</b>	<b>\$338,699</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$264,793</b>		<b>\$338,699</b>	
<b>Program FTE</b>	2.00	0.00	2.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60540-20 Homeless Outreach and Programs Engagement (HOPE) Team





Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$459,324	\$0	\$483,846
Internal Services	\$40,590	\$55,762	\$0	\$60,868
<b>Total GF/non-GF</b>	<b>\$40,590</b>	<b>\$515,086</b>	<b>\$0</b>	<b>\$544,714</b>
<b>Program Total:</b>	<b>\$555,676</b>		<b>\$544,714</b>	
<b>Program FTE</b>	0.00	3.00	0.00	3.00

Program Revenues				
Intergovernmental	\$0	\$515,086	\$0	\$544,714
<b>Total Revenue</b>	<b>\$0</b>	<b>\$515,086</b>	<b>\$0</b>	<b>\$544,714</b>

Explanation of Revenues

This program generates \$60,868 in indirect revenues.  
 Fed/State Fund:  
 \$544,714 - Grant funding from Oregon Youth Authority for 3.00 FTE Gang Enforcement Deputies

Significant Program Changes

Last Year this program was: FY 2020: 60545-20 Gang Enforcement Deputy

**Department:** Sheriff **Program Contact:** Travis Gullberg

**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. Additionally, this program will develop strategies to actively engage in proactive education and enforcement activities response to search, rescue and public safety issues developed from the Eagle Creek Fire.

As hazardous conditions created by the fire continue to improve, it is anticipated that federal lands will incrementally re-open in FY19, providing for an increase in search and rescue incidents.

### Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of searches for lost/missing hikers conducted	6	20	15	25
Outcome	Percentage of searches resulting in a found/rescued person	100%	90%	90%	90%

### 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**

	<b>Adopted General Fund</b>	<b>Adopted Other Funds</b>	<b>Adopted General Fund</b>	<b>Adopted Other Funds</b>
<b>Program Expenses</b>	<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>2021</b>
Personnel	\$10,326	\$0	\$10,326	\$0
Materials & Supplies	\$10,404	\$0	\$10,404	\$0
<b>Total GF/non-GF</b>	<b>\$20,730</b>	<b>\$0</b>	<b>\$20,730</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$20,730</b>		<b>\$20,730</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues****Significant Program Changes****Last Year this program was:** FY 2020: 60550-20 Hornet Trail Rescue and Wilderness Law Enforcement Services Team



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$156,760	\$0
Capital Outlay	\$0	\$0	\$40,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$196,760</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$196,760</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was:

This program is being funded by eliminating a 1.00 FTE Lieutenant in the MCDL Core Jail & 4th Floor (60310A) and reallocating the funds.



## Legal / Contractual Obligation

Intergovernmental Agreement with Metro.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$537,906	\$0	\$550,346
Contractual Services	\$0	\$1,200	\$0	\$1,200
Internal Services	\$0	\$65,302	\$0	\$69,234
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$604,408</b>	<b>\$0</b>	<b>\$620,780</b>
<b>Program Total:</b>	<b>\$604,408</b>		<b>\$620,780</b>	
<b>Program FTE</b>	0.00	3.45	0.00	3.45

Program Revenues				
Service Charges	\$0	\$604,408	\$0	\$620,780
<b>Total Revenue</b>	<b>\$0</b>	<b>\$604,408</b>	<b>\$0</b>	<b>\$620,780</b>

## Explanation of Revenues

This program generates \$69,234 in indirect revenues.

Special Ops Fund:

\$620,780 - Enforcement/Investigation and Clean-up of Illegal Dumping provided for Metro.

## Significant Program Changes

Last Year this program was: FY 2020: 60565-20 Metro Unit