

FY 2022
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 or 3; the program offers are listed in numerical order.

What Makes a Good Program Offer

A good program offer explicitly shows the relationship between the program and the results it produces for the community. 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.
- Communicate how they use an equity lens in relation to services provided.
- Describe program activities in layperson's terms.

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

Anatomy of a Program Offer

Executive Summary & Description

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

The program executive summary should briefly and clearly explain the activities in the program offer. The description should describe how the program will support department strategies or known County policy frameworks, including how the program will impact racial equity. 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.

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 funds, 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 that 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:

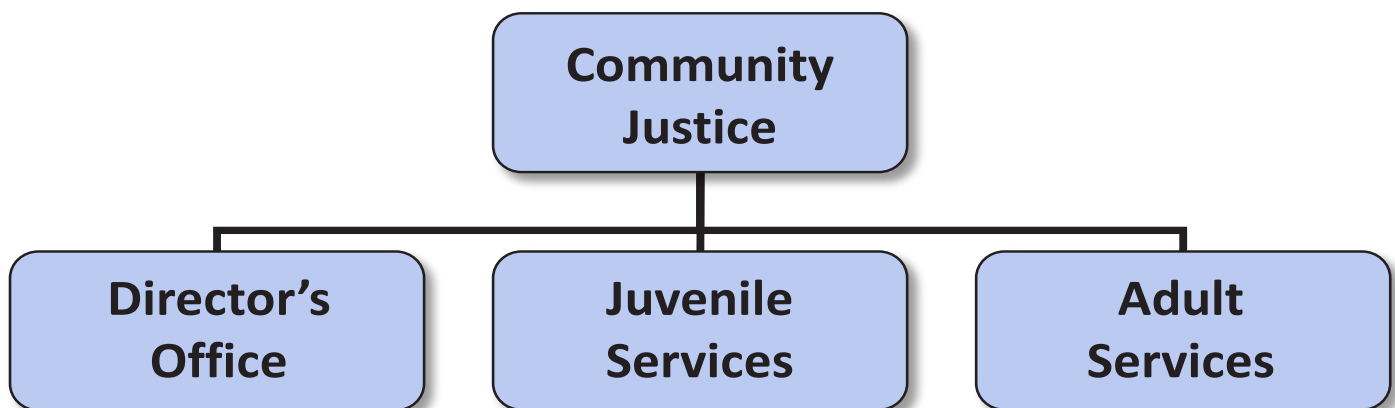
- Base Level of Service - Program "A" is the base level of service that can be provided while still delivering the expected results. In the example above, the base level of service would be 100 beds.
- Increments of Service - Program "B" (and beyond, e.g. "C", "D") represent incremental levels of service 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 and consults evidence-based practices in its policy and program development. DCJ makes long-term investments in their employees through the provision of education and training. DCJ strengthens the County’s commitment to the public safety system by working in collaboration with the courts, law enforcement, schools, treatment agencies, and the community.



Budget Overview

The Department of Community Justice (DCJ) budget is \$106.3 million and 460.70 FTE. General Funds account for 73% (\$78.1 million) of the budget. Other Funds include Federal/State at \$24.7 million, American Rescue Plan at \$2.6 million and Justice Special Operations Fund at \$1.0 million.

The department budget assumes the Governor’s budget and impacts of Ballot Measure (BM) 110 which has a notable impact on the population that DCJ serves and will result in funding reductions. The Governor’s budget reflects a 10.7% reduction from the 2019-21 legislatively approved budget. Multnomah County’s share of the community corrections felony population statewide caseload for the 2019-2021 biennium was 18.12%, with an estimate of 17.75% of the statewide caseload for the 2021-2023 biennium, resulting in State funding reductions in Adult Services Division programs.

With the reduction in caseloads from the decriminalization of certain offenses and reduced funding, the Adult Treatment First/Stop Program is eliminated (\$2,016,951 and 6.00 FTE). These individuals will access treatment services through other community referral services once the BM 110 services ramp up.

Other noteworthy highlights:

- A new Notice of Rights program (50020B) to quickly provide notice of rights sanctions to justice-involved individuals in an effort to reduce the amount of time they are in jail (\$201,319 and 2.00 FTE).
- One notable reduction was in program offer 50054A reducing Juvenile Detention capacity by 8 beds from 64 to 56 beds as utilization continues to decrease (\$194,600 and 2.00 FTE).
- Expand Community Healing Initiative (CHI) culturally specific probation services (50065B) to African Immigrant and Refugee youth populations (\$250,000).
- Ongoing funding for a new 1.00 FTE juvenile custody services specialist (lead) in Juvenile Detention (50054C) to increase safety and develop new curriculum, enhance programming and structured activities (\$100,421).

| Budget Trends | FY 2020 | FY 2021 | FY 2021 | FY 2022 | Difference |
|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Current | Adopted | Adopted | |
| | | Estimate | Budget | Budget | |
| Staffing FTE | 479.07 | 474.40 | 476.90 | 460.70 | (16.20) |
| Personnel Services | \$63,160,347 | \$63,236,200 | \$65,155,484 | \$65,818,115 | \$662,631 |
| Contractual Services | 19,407,972 | 20,219,027 | 22,183,200 | 20,370,109 | (1,813,091) |
| Materials & Supplies | 2,151,653 | 1,134,058 | 2,146,402 | 1,947,277 | (199,125) |
| Internal Services | 17,973,899 | 18,267,438 | 18,768,644 | 18,200,978 | (567,666) |
| Capital Outlay | <u>16,687</u> | <u>85,215</u> | <u>11,000</u> | <u>11,000</u> | <u>0</u> |
| Total Costs | \$102,710,558 | \$102,941,938 | \$108,264,730 | \$106,347,479 | (\$1,917,251) |

Successes and Challenges

The Department of Community Justice (DCJ) is committed to serving the 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.

Successes for FY 2021 include pivoting quickly as a department to adjust operations to respond to the COVID-19 pandemic. This included maintaining operations of two 24 hour operations, our detention facility and the Recog unit. DCJ continues to monitor and make adjustments to operations and services to respond to the needs of staff and justice-involved individuals (JII's).

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. Most recent work includes looking to use a new pretrial tool that takes into account racial bias and maximizes releases. ASD continues to look at how to improve the delivery of culturally specific services. DCJ is looking to expand its use of the Habilitation, Empowerment, Accountability Therapy (HEAT). HEAT is a culturally specific approach to addressing low engagement among high risk/high needs Black and African Americans. DCJ is exploring expanding our Black and African American specialty caseloads to include connecting with all Black and African American JII's coming out of prison and on probation. 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 25.9%, which is lower than overall Statewide percentage of 34.8%.

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 expanded culturally specific programming, continuing the commitment to invest in community resources rather than restrictive resources like detention. Despite staffing challenges exacerbated by the COVID-19 pandemic, JSD made great strides on catching up on past due required training in Detention and will begin implementing foundational training in preparation to implementing a new behavior management system. JSD also engaged in an external assessment of Detention to strengthen services and collaboration internally.

A main challenge continues to be decreasing resources due to budget reductions. 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 continues to be slow. DCJ will continue to invest in strategies and explore the reasons for the continued disparities.

COVID-19 Impacts

The COVID-19 pandemic forced DCJ to change operations and quickly pivot to remote work for many DCJ staff while still maintaining two 24-hour operations. These operational changes were driven by both the needs of staff and justice-involved individuals (JIIs) served by DCJ. Regular meetings are held to monitor needs and update plans as needed to respond.

The Juvenile Justice Complex that houses the detention facility and the Assessment and Evaluation program has continued 24-hour operations with some modifications. In person volunteer programming has been suspended. A “no contact” visiting room for youth in detention has been used for family and most professional visits. Limited in person education services have been available. Juvenile justice partners have been meeting regularly to track and respond to the impacts of COVID-19 as well as consistently analyze the number of youth who are held in detention in an effort to limit admissions and the overall daily population. This has led to a decreased reliance on detention and increased use of community-based detention alternatives. juvenile court counselors (JCCs) have reduced non essential home visits and utilize Skype, Facetime and phone check-ins with justice-involved youth and their families. They continue to provide in-person supervision to youth whose behavior presents a high risk to community safety.

The Recognizance Unit which is housed in the Multnomah County Justice Center has also continued 24 hour operations. Staff have been able to shift to some remote work but staff continue to assess people in person. Field Offices in the Adult Services Division are closed to the public. Parole-probation officers (PPOs) have limited in person visits to address immediate public safety concerns and address high risk behaviors. They maintain contact with justice-involved individuals via phone or other virtual options. DCJ's use of jail is consistently tracked and overall has decreased in an effort to keep the population down.

Acknowledging the disproportionate impact the COVID-19 has on BIPOC communities, supervision fees were eliminated in an effort to lessen the financial burden of JIIs. The Victim Services Unit has experienced an increase in requests for Emergency Assistance Funds as a result of the increase in domestic violence and survivor safety risks. Community Service at both JSD and ASD have been suspended with the goal of beginning to offer this again with safety modifications in place. The work of volunteers and student interns transitioned to remote work and efforts have been made to develop new opportunities that do not require volunteers and interns to report into DCJ facilities. COVID-19 has resulted in a drop in volunteer and intern hours.

DCJ has been able to utilize CARES Coronavirus Relief Fund dollars and funding from Edward Byrne Memorial Justice Assistance Grant (JAG) to purchase needed sanitation and PPE supplies as well as additional cleaning services. CARES dollars were also used to provide staffing in the Hearings Unit to more quickly provide notice of rights on sanctions to JIIs in an effort to reduce the amount of time they are in jail, provide phones and technology equipment, additional funding for housing, and emergency funds for people experiencing domestic violence.

American Rescue Plan

DCJ budget includes \$2.43 million of Multnomah County's American Rescue Plan Act (ARPA) funding. The funding will go towards purchasing materials and services needed to respond to COVID-19 at the department level as well as providing funding for programs and services for justice-involved individuals (JIIs) and their families who have been negatively impacted by COVID-19.

Below is a summary of what is funded:

Day porter services at the Juvenile Justice Complex and East Campus (\$120,000).

Adult Division Services funding for transporting of released JII's from Department of Corrections or the Multnomah County Sheriff's Office when they are released from an institution impacted by COVID-19. Transport from voluntary isolation motels to transitional housing and private residence. (\$20,000).

Adult Division Services funding for rent assistance and transitional housing (\$500,000).

Adult Services funding to add capacity for the Habilitation Empowerment Accountability Therapy (HEAT) program to be delivered to 300 African-American JIIs. (\$80,000).

Adult Services Division funding to expand programming to 18-25 year old young men, providing community support and resources to Latinx and African Immigrant Community for those impacted by gang involvement and gun violence. Community Programming for 50 JII's. (\$500,000).

Adult Services Division funding for 3 limited duration Community Health Specialists to work in collaboration with the Health Department and the Department of County Human Services to provide families with safety plans and trauma support for those who have felt the direct impacts of gun violence serves 50-60 clients. (\$300,000).

Adult Services Division funding to establish a pilot project that will provide gun violence intervention programming and support the development and capacity growth of smaller community organizations and partners to expand the outreach and efficacy of gun violence intervention programs. (\$300,000).

Victim and Survivor Services funding for a limited duration Records Technician to respond to the increased volume of notification of rights and referral requests. (\$93,000).

Department wide funding to provide administrative oversight and assistance, including a project manager, to implement ARPA programs and services, and assist in preparing DCJ to embrace the future of work due to COVID-19 impacts, reform efforts and enhanced collaborations to reduce gun violence and to maximize efforts to inclusively lead with race. (\$300,000).

Department wide funding to provide client assistance. (\$220,000).

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 responsive programming and contracted services, as well as increasing the tracking and reporting on key demographic information to address racial and ethnic disparities. The department remains committed to strengthening programming and services to BIPOC communities and will continue to look at ways to expand and improve these services. An equity lens is applied throughout the department’s collaborative budget process which informs how to invest limited resources.

DCJ’s goals embrace and integrate diversity, equity and inclusion. Specifically, the goal of Invest in Employees is informed by the work of the Diversity and Equity Steering Committee (DESC), our Workforce Equity Strategic Plan (WESP), and the Safe and Respectful Workplace workgroup. Some key activities that have been guided by DCJ’s Equity and Inclusion Manager and DESC have included:

- Establishing a WESP Advisory Committee, a cross section of staff and managers, who advise and hold accountable the progress and implementation of WESP goals;
- Convening the Safe and Respectful Workplace workgroup, formed in 2018, to create recommendations seeking to re-establish and uphold safe and respectful workspaces; and
- Developing department-wide resources on implicit bias and the launching of a restorative practices workgroup; and
- Planning trainings on diversity, equity and inclusion that will be available in FY 2022.

Budget by Division

| Division Name | FY 2022 General Fund | Other Funds | Total Division Cost | Total FTE |
|---------------------------------|----------------------|---------------------|----------------------|---------------|
| Director’s Office | \$18,259,938 | \$661,534 | \$18,921,472 | 56.60 |
| Adult Services Division | 36,084,136 | 19,445,113 | 55,529,249 | 261.50 |
| Juvenile Services Division | 23,788,417 | 5,675,341 | 29,463,758 | 142.60 |
| COVID-19 & American Rescue Plan | <u>0</u> | <u>2,433,000</u> | <u>2,433,000</u> | <u>0.00</u> |
| Total Community Justice | \$78,132,491 | \$28,214,988 | \$106,347,479 | 460.70 |

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, justice system partners, and the justice-involved individuals served. The Director's Office is responsible for the fiscal management of more than \$103.9 million in county, state, federal and 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, and travel arrangements. Contracts, Procurement and Policy oversee contracting, medical billing and procurement for goods and services. 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 regular and on-call 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 161 volunteers and interns. The 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.

Significant Changes

The FY 2022 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.

Reductions in the Director's Office includes some positions that are no longer needed due to changes made in FY 2021. Two positions in Business Services (50001) that processed the collection of supervision fees were eliminated. DCJ is no longer collecting supervision fees in an effort to lessen the financial burden of justice-involved individuals, particularly recognizing the disproportionate impact that COVID-19 has on BIPOC communities.

In an effort to streamline the department's footprint, the Director's Office is moving out the Multnomah Building and moving staff into other DCJ offices. This results in the reduction of an office assistant 2 (50000) who provided front desk support. Due to the Director's Office moving out of the Multnomah building in FY 2022, this front desk function is no longer needed.

Ongoing funding will bring back the deputy director which was eliminated in response to a State Rebalance in 2019 (50000B). Current staffing levels and workload at the executive level limit the capacity to plan and collaborate locally and nationally as DCJ moves forward to inclusively lead with race in an environment of reform and COVID-19 impacts. Ongoing funding will also provide investigative and mediation services to address protected class complaints (50000B). Mediation is an important tool to bridge workplace conflict as DCJ proactively works to build cultural empathy.

Adult Services Division

The Adult Services Division (ASD) provides leadership and direction for the supervision of over 10,000 justice-involved adults in the community annually who have been convicted of felony and misdemeanor crimes. Housed at the Multnomah County Detention Center, the Recognizance unit helps process over 24,000 cases per year. Together, these programs promote public safety while reducing County jail utilization. Coordinating with public safety partners, 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. 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 with a goal to address 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, the passage of Measure 110, DCJ's FY 2022 budget is focusing on building a budget that maintains staffing, programs, and services that preserve a solid foundation to serve the highest risk.

Measure 110 establishes a Drug Treatment and Recovery Services Fund and decriminalizes the possession of small quantities of controlled substances. It requires the transfer of sentence reduction, reductions in arrests, incarceration and supervision savings to the new fund. This will result in a reduction of cases supervised and lead to the elimination of Treatment First and the current version of the STOP Court program (50014). DCJ is also adjusting contracts to reflect the impacts of Measure 110 (50011, 50012). Funding is included to provide inpatient and outpatient treatment as needed as the programs and services funded through Measure 110 are developed and implemented (50000C).

New ongoing funding will allow DCJ to maintain staffing that has streamlined our application of jail as a sanction response. This additional staff has resulted in notice of rights on sanctions being more quickly delivered to justice-involved individuals leading to a reduction of time they spend in jail (50020B).

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 overall 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 479 detention screenings and 256 Multnomah County youth were admitted to the Donald E. Long Juvenile Detention facility. In total, the Tri-County area had 919 admissions.

This past year 407 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, 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 individualized case plans utilizing restorative and other interventions as needed in an effort to change behavior.

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, have the best outcomes, and work to promote reforms to the juvenile system.

JSD continues a commitment to reduce reliance on secured detention and is reducing bed capacity by 8 beds (50054A-B). The COVID-19 pandemic has provided the juvenile justice system an opportunity to operate significantly below capacity and find alternatives to detention without impacting public safety. This 8 bed reduction allows for the system to continue working together to find community alternatives to detention.

Acknowledging racial disparities continue in the juvenile system, JSD continues to invest in culturally responsive programming through the Community Healing Initiative (CHI) programs (50065A-B & 50067). The FY 2022 budget maintains funding for programs for youth currently on probation and their families and the early intervention program connecting youth who have committed low-level offenses to resources in an effort to keep them out of the formal juvenile justice system. This budget also includes funding to expand the CHI model to additional Black Indigenous People of Color (BIPOC) communities as part of a broad strategy to support real time response to community violence and other immediate needs.

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.

| Prog. # | Program Name | FY 2022 General Fund | Other Funds | Total Cost | FTE |
|--------------------------------|--|----------------------|-------------|-------------|-------|
| Director's Office | | | | | |
| 50000A | DCJ Director's Office | \$2,372,364 | \$0 | \$2,372,364 | 12.00 |
| 50000B | Deputy Director & Mediation Services | 276,442 | 0 | 276,442 | 1.00 |
| 50000C | Ballot Measure 110 Transition | 550,000 | 0 | 550,000 | 0.00 |
| 50001 | DCJ Business Services | 1,924,694 | 121,539 | 2,046,233 | 10.00 |
| 50002 | DCJ Business Applications & Technology | 9,454,124 | 15,803 | 9,469,927 | 5.00 |
| 50003 | DCJ Victim Services Unit | 841,985 | 0 | 841,985 | 7.00 |
| 50004 | DCJ Research & Planning Unit | 1,127,324 | 524,192 | 1,651,516 | 10.60 |
| 50005 | DCJ Human Resources | 1,713,005 | 0 | 1,713,005 | 11.00 |
| Adult Services Division | | | | | |
| 50011 | Recovery System of Care | 73,413 | 70,495 | 143,908 | 0.00 |
| 50012 | Adult Residential Treatment Services | 103,912 | 50,776 | 154,688 | 0.00 |
| 50016 | Adult Services Management | 1,707,004 | 133,592 | 1,840,596 | 7.00 |
| 50017 | Adult Records and Administrative Services | 7,009,239 | 1,246,296 | 8,255,535 | 49.00 |
| 50018 | Adult Pretrial Release Services Program (PRSP) | 2,820,399 | 0 | 2,820,399 | 21.00 |
| 50019 | Adult Local Control Release Unit | 0 | 140,874 | 140,874 | 1.00 |
| 50020A | Adult Parole/Post Prison Violation Hearings | 811 | 718,006 | 718,817 | 4.00 |
| 50020B | Notice of Rights | 209,319 | 0 | 209,319 | 2.00 |
| 50021 | Assessment and Referral Center | 3,019,912 | 987,723 | 4,007,635 | 25.00 |
| 50022 | HB3194 Justice Reinvestment | 0 | 2,751,629 | 2,751,629 | 4.44 |
| 50023 | Adult Field Supervision - West | 2,599,367 | 2,505,334 | 5,104,701 | 30.56 |
| 50024 | Adult Mental Health Unit - Supervision and Treatment | 3,054,539 | 299,452 | 3,353,991 | 11.00 |
| 50025 | Adult Sex Offense Supervision & Treatment | 454,192 | 1,865,157 | 2,319,349 | 11.00 |
| 50026 | Adult Domestic Violence Supervision | 1,482,203 | 1,613,813 | 3,096,016 | 18.00 |
| 50027 | Adult Women & Family Services Unit | 2,626,915 | 359,097 | 2,986,012 | 18.00 |
| 50028 | Diane Wade House | 697,954 | 0 | 697,954 | 0.00 |
| 50029 | Adult Electronic Monitoring | 557,001 | 137,352 | 694,353 | 3.00 |
| 50030 | Adult START Court Program | 700,458 | 763,836 | 1,464,294 | 7.00 |
| 50031A | Community Service | 1,513,506 | 143,908 | 1,657,414 | 10.66 |
| 50031B | Community Services - Backfill | 64,544 | 0 | 64,544 | 0.34 |

Community Justice

fy2022 adopted budget

| Prog. # | Program Name | FY 2022 General Fund | Other Funds | Total Cost | FTE |
|--|---|----------------------|-------------|------------|-------|
| Adult Services Division (cont.) | | | | | |
| 50032 | Adult Gang and African American Program | 977,443 | 1,770,579 | 2,748,022 | 12.00 |
| 50033 | Adult Field Supervision - East | 2,178,825 | 2,346,390 | 4,525,215 | 23.50 |
| 50034 | Assessment and Referral Center - Housing | 3,526,466 | 1,431,337 | 4,957,803 | 0.00 |
| 50035 | Flip the Script - Community Based Services and Support | 385,172 | 0 | 385,172 | 0.00 |
| 50036 | Adult Domestic Violence Deferred Sentencing | 147,177 | 0 | 147,177 | 1.00 |
| 50037 | Adult Sex Offense Reduced Supervision (SORS) | 174,365 | 109,467 | 283,832 | 2.00 |
| Juvenile Services Division | | | | | |
| 50050 | Juvenile Services Management | 1,686,702 | 76,607 | 1,763,309 | 7.00 |
| 50051A | Juvenile Services Support | 2,527,960 | 10,000 | 2,537,960 | 10.00 |
| 50051B | Juvenile Detention Center Renovation | 204,000 | 0 | 204,000 | 0.00 |
| 50052 | Family Court Services | 512,219 | 1,037,331 | 1,549,550 | 9.00 |
| 50053 | Courtyard Cafe and Catering | 424,826 | 0 | 424,826 | 3.20 |
| 50054A | Juvenile Detention Services - 40 Beds | 8,991,626 | 163,754 | 9,155,380 | 52.40 |
| 50054B | Juvenile Detention Services - 16 Beds | 415,851 | 842,042 | 1,257,893 | 8.00 |
| 50054C | Detention Services - Juvenile Custody Services Specialist | 100,421 | 0 | 100,421 | 1.00 |
| 50055 | Community Monitoring Program | 204,381 | 442,435 | 646,816 | 0.00 |
| 50056 | Juvenile Shelter & Residential Placements | 286,855 | 532,252 | 819,107 | 0.00 |
| 50057 | Juvenile Adjudication | 1,438,455 | 0 | 1,438,455 | 10.00 |
| 50058 | Juvenile Field Probation | 2,350,740 | 776,405 | 3,127,145 | 20.00 |
| 50063 | Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation | 2,277,197 | 460,518 | 2,737,715 | 16.00 |
| 50065 | Juvenile Community Healing Initiative (CHI) | 1,046,133 | 900,000 | 1,946,133 | 0.00 |
| 50065B | Expansion of CHI - Culturally Specific Probation Services for African Immigrant & Refugee Youth | 250,000 | 0 | 250,000 | 0.00 |
| 50066 | Juvenile Community Interface Services | 749,453 | 213,997 | 963,450 | 6.00 |
| 50067 | CHI Early Intervention & Youth Gang Prevention Services | 321,598 | 220,000 | 541,598 | 0.00 |
| COVID-19 & American Rescue Plan | | | | | |
| 50099A | ARP Expanded Rent Assistance of Justice Involved Individuals | 0 | 500,000 | 500,000 | 0.00 |

Community Justice

fy2022 adopted budget

| Prog. # | Program Name | FY 2022 General Fund | Other Funds | Total Cost | FTE |
|--|---|----------------------|---------------------|----------------------|---------------|
| COVID-19 & American Rescue Plan (cont.) | | | | | |
| 50099B | ARP Community Violence Intervention Programs | 0 | 1,273,000 | 1,273,000 | 0.00 |
| 50099C | ARP Enhanced Cleaning Juvenile Justice Center and East Campus | 0 | 120,000 | 120,000 | 0.00 |
| 50099D | ARP Adult Transportation Services | 0 | 20,000 | 20,000 | 0.00 |
| 50099E | ARP Client Assistance | 0 | 220,000 | 220,000 | 0.00 |
| 50099F | ARP Gun Violence Prevention Incubator Pilot | <u>0</u> | <u>300,000</u> | <u>300,000</u> | <u>0.00</u> |
| Total Community Justice | | \$78,132,491 | \$28,214,988 | \$106,347,479 | 460.70 |

Department: Community Justice **Program Contact:** Erika Preuitt
Program Offer Type: Administration **Program Offer Stage:** As Adopted
Related Programs: 50000B
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 provides services 24 hours a day with over 450 regular employees. This office provides leadership, program, communication, fiscal management, research and evaluation, and human resources management. This office also coordinates volunteers and interns as well as department wide, diversity, equity and inclusion efforts. This past year the Director's Office served an instrumental role in developing DCJ's response to the COVID-19 pandemic.

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 DCJ serves receive a continuum of services to help them reintegrate into their communities and promote community safety.

The Adult Services Division supervise about 10,000 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 56 youth daily. DCJ's Family Court Services program provides services for at-risk families as they go through separation and divorce. The 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 innovative technology solutions to enhance DCJ's effectiveness. Human Resources supports DCJ employees, including the needs of management and members of three different unions. The Equity and Inclusion Manager provides guidance and leadership to DCJ's Diversity and Equity Steering Committee and is a member of the DCJ Executive Team in an effort to ensure equity and inclusion is integrated into decision-making.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of adults supervised annually | 10,231 | 11,500 | 8,250 | 10,000 |
| Outcome | Percent of adults convicted of misd. or felony within 1 year of supervision start date | 14% | 18% | 14% | 18% |
| Output | Number of juvenile criminal referrals received annually | 1,162 | 1,200 | 1,100 | 1,200 |
| Outcome | Percent of juvenile that had one or more subsequent criminal adjudication within 1 year post disposition | 23% | 25% | 23% | 25% |

Performance Measures Descriptions

Measures 1 and 2: FY 2020 Actual and FY21 Estimate have been significantly affected by COVID-19. DCJ anticipates numbers will return to normal in FY 2022, as vaccine rollout completes in Summer 2021 and when court backlogs are resolved. However, due to the ballot measure change which decriminalized many drug crimes we do not expect it to return all the way to previous levels.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,529,731 | \$0 | \$2,248,313 | \$0 |
| Contractual Services | \$27,105 | \$0 | \$27,105 | \$0 |
| Materials & Supplies | \$80,944 | \$0 | \$88,914 | \$0 |
| Internal Services | \$6,868 | \$0 | \$8,032 | \$0 |
| Total GF/non-GF | \$1,644,648 | \$0 | \$2,372,364 | \$0 |
| Program Total: | \$1,644,648 | | \$2,372,364 | |
| Program FTE | 8.00 | 0.00 | 12.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2021: 50000 DCJ Director's Office

This program offer reflects a net increase of 4.00 FTEs in the Contracts, Procurement & Policy program.

During FY 2021, 1.00 FTE manager senior was transferred from Adult Services (50016) and 3.00 FTEs contract specialist seniors and 1.00 FTE office assistant 2 from Business Services (50001).

In FY 2022, 1.00 FTE office assistant 2 was cut.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$226,442 | \$0 |
| Contractual Services | \$0 | \$0 | \$50,000 | \$0 |
| Total GF/non-GF | \$0 | \$0 | \$276,442 | \$0 |
| Program Total: | \$0 | | \$276,442 | |
| Program FTE | 0.00 | 0.00 | 1.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was:

In FY2022, add 1.00 FTE Deputy Director Position

Contractual services: Add \$50,000 in professional services for mediation/investigation services.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$0 | \$550,000 | \$0 |
| Total GF/non-GF | \$0 | \$0 | \$550,000 | \$0 |
| Program Total: | \$0 | | \$550,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

County General Funds

Significant Program Changes

Last Year this program was:

This offer will provide funding to ensure treatment providers are able to continue to provide outpatient treatment services until the services funded by Measure 110 are implemented and accessible.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$2,224,606 | \$0 | \$1,421,534 | \$0 |
| Contractual Services | \$53,920 | \$0 | \$47,211 | \$21,539 |
| Materials & Supplies | \$222,296 | \$0 | \$26,805 | \$100,000 |
| Internal Services | \$986,718 | \$0 | \$429,144 | \$0 |
| Total GF/non-GF | \$3,487,540 | \$0 | \$1,924,694 | \$121,539 |
| Program Total: | \$3,487,540 | | \$2,046,233 | |
| Program FTE | 16.80 | 0.00 | 10.00 | 0.00 |

| Program Revenues | | | | |
|-----------------------|--------------------|------------|--------------------|------------------|
| Intergovernmental | \$0 | \$0 | \$0 | \$121,539 |
| Other / Miscellaneous | \$2,638,953 | \$0 | \$1,919,783 | \$0 |
| Total Revenue | \$2,638,953 | \$0 | \$1,919,783 | \$121,539 |

Explanation of Revenues

1) \$121,539 the Coronavirus Emergency Supplemental Funding grant from Federal Bureau of Justice Assistance through Oregon Criminal Justice Commission, and may only be used for restricted eligible costs, which are listed in the grant agreement. Total funding is \$1,799,518 from 01/20/2020 - 01/19/2022, and is allocated to several county departments. 2) County General Fund, which includes \$2,000 from County District Attorney for Subpoena Copy Fees. The copy fees are published in the FY 2022 Master Fee Schedule 3) \$1,917,783 of Department Indirect Revenue. Indirect rate is based on the FY 2022 indirect rate in the Countywide Cost Allocation Plan. Indirect rate is applied to allowable payroll costs in Non-General Fund revenue streams.

Significant Program Changes

Last Year this program was: FY 2021: 50001 DCJ Business Services

This program offer reflects a net decrease of 6.8 FTE.

3.00 FTEs contract specialist senior and 1.00 FTE office assistant 2 transferred to Contracts, Procurement and Policy in mid-year FY 2021. In FY 2022, 1.00 FTE administrative analyst, 1.00 FTE finance specialist and 0.80 FTE finance specialist 2 are cut. These three positions are vacant.

Materials & Supplies reduced by a net of \$192,007. Travel and Training increased by \$6,709. Decreases in rentals \$10,854 and dues & subscriptions by \$300. ISTB supplies (CGF 1516 backfill) was one time only and reduced by \$187,562.

Internal Services reduced by a \$557,574 due to the Director's Office moving out of the Multnomah building. The following accounts were reduced; Motor pool - \$1,908, shredding/records - \$58,341 and building facilities - \$497,325.

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. The program uses 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 served.

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 the development, maintenance, on-going support of information systems to support business needs, easy access to data, purchase /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. The goal is to allow providers to see services other departments are offering common clients. BAT is also involved with the Paperless File Project: a DCJ initiative to eliminate paper client files, implement use of electronic files in Content Manager, and digitize work processes to facilitate sustainable business practices and enhance remote work capability.

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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of system innovations, upgrades and system replacements implemented | 15 | 15 | 15 | 15 |
| Outcome | Number of Technology Requests Completed | 27 | 15 | 15 | 17 |
| Outcome | Number of systems supported/administered | 17 | 15 | 15 | 16 |

Performance Measures Descriptions

Performance Measure 2 & 3 Changed to align to core function of unit.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$765,902 | \$0 | \$794,216 | \$0 |
| Contractual Services | \$77,861 | \$0 | \$57,861 | \$0 |
| Materials & Supplies | \$188,612 | \$20,659 | \$391,612 | \$15,803 |
| Internal Services | \$7,933,838 | \$0 | \$8,210,435 | \$0 |
| Total GF/non-GF | \$8,966,213 | \$20,659 | \$9,454,124 | \$15,803 |
| Program Total: | \$8,986,872 | | \$9,469,927 | |
| Program FTE | 5.00 | 0.00 | 5.00 | 0.00 |

| Program Revenues | | | | |
|-----------------------|------------|-----------------|------------|-----------------|
| Other / Miscellaneous | \$0 | \$20,659 | \$0 | \$15,803 |
| Total Revenue | \$0 | \$20,659 | \$0 | \$15,803 |

Explanation of Revenues

County General Fund plus an additional \$15,803, which is the estimated unspent balance from FY 2021 from the Laura and John Arnold Foundation, a two-year non-governmental grant of \$731,240 that ends 6/30/2021. The County has received permission from the grantor to carry over the unspent funding. The Grant funds the development, implementation, and hosting of four dashboards for Oregon counties that provide parole and probation officers with data about their clients and caseloads. Data results 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 2021: 50002 DCJ Business Applications & Technology

1.00 FTE program supervisor was reclassified to community justice program manager via budget modification DCJ-004-21 in mid-year FY 2021.

Contractual services has a net decrease of \$20,000. The automated calling system contract was reduced by \$40,000; \$20,000 remained in account for equipment maintenance and \$20,000 reallocated to supplies.

Material supplies increased by reallocating all dept. wide Ricoh copier rentals to the BAT program- \$170,000 and department wide devices increased by \$33,000.

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

Executive Summary

The Department of Community Justice Victim Services Unit (VSU) collaborates with public safety agencies and community partners as well as DCJ staff to develop a more coordinated system response to crime victims/survivors in Multnomah County. VSU provides survivor-centered consultation on policy and procedures; ensures crime victim's rights are upheld and integrated into supervision practices; educates DCJ staff and community partners around victim rights and best practices for supporting victims/survivors; collaborates with partners to engage in system change that is trauma informed, survivor-led and consistent with best practices; and provides advocacy and support to people who have experienced harm.

Program Summary

In FY 2021 VSU updated their strategic plan to more closely align services with equity, trauma informed and survivor led approaches. Many of the goals and activities put forth in this plan came directly out of a department wide strength and needs assessment. This includes two culturally specific caseloads to serve Black, African American and Latinx survivors. Services offered by VSU include:

Notification: Crime victims' legal rights are guaranteed by Oregon law, yet they are often unaware of these rights. Notification is the most important - if a victim is not given notice of the time and place of a sentencing hearing, there is little chance that they will ever have the opportunity to be heard. In cases of domestic violence and stalking, notification of a justice-involved individual's (JII) release is more than a matter of interest, it is sometimes a matter of life and death.

Advocacy: Advocates support survivors through safety planning; crisis response; emotional support; community referrals; system information and navigation; accessing emergency funds; and court accompaniment. Advocates serve as a critical piece of support to survivors as they navigate a confusing and often re-traumatizing criminal justice system that was not built with their needs in mind. DCJ Advocates are unique in that once a JII is on supervision they can support the survivor through the entire system. Survivor safety is often in jeopardy after a JII is sentenced and we are the only system-based advocates that can help them access community resources, safety plan, and provide support to the healing process.

Victim Services Fund: This fund helps ease financial burdens survivors often face due to the victimization they experience by JIIs and provide temporary emergency assistance that bridge the gap to self-sufficiency or longer term support from other agencies, or are related to an immediate safety concern.

Training and Education: VSU provides a wide variety of trainings and consultations to partners including: victim rights, working with survivors, trauma informed care, sex trafficking, and domestic violence.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of initial contacts with victims of probation cases | 2,378 | 2,000 | 2,000 | 2,000 |
| Outcome | Monthly average victims served through victim advocacy | 85 | 70 | 70 | 70 |
| Outcome | Number of crime victims registering for ongoing notifications | 800 | 500 | 500 | 500 |

Performance Measures Descriptions

Measures 1, 2, and 3: FY 2020 Actual and FY 2021 Estimate have been significantly affected by COVID-19. DCJ anticipated numbers will return to normal in FY 2022, as vaccine rollout completes in Summer 2021 and when court backlogs are resolved.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$685,085 | \$0 | \$817,534 | \$0 |
| Contractual Services | \$101,010 | \$0 | \$16,500 | \$0 |
| Materials & Supplies | \$8,881 | \$12,000 | \$7,851 | \$0 |
| Internal Services | \$1,066 | \$0 | \$100 | \$0 |
| Total GF/non-GF | \$796,042 | \$12,000 | \$841,985 | \$0 |
| Program Total: | \$808,042 | | \$841,985 | |
| Program FTE | 6.00 | 0.00 | 7.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

County General Fund

In FY2022, \$12,000 CSEC donation transferred to the Domestic and Sexual Violence Coordination Office (25044).

Significant Program Changes

Last Year this program was: FY 2021: 50003 DCJ Crime Victim Services Unit

1.00 FTE program specialist sr. transferred to the Domestic and Sexual Violence Coordination Office (25044) in FY 2022.

0.50 FTE victim advocate was added via budget modification DCJ-008-21 in January 2021, the position is annualized to 1.00 FTE for FY 2022.

1.00 FTE records tech was reclassified to victim advocate via budget modification DCJ-005-21 in FY 2021.

1.00 FTE office assistant sr. was reclassified to records tech via budget modification DCJ-003-21 in FY 2021.

Contractual Services decreased as follows: Human Trafficking contract converted to 1.00 FTE victim advocate position - \$84,510.

Department: Community Justice

Program Contact: Debi Elliott

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics: Backfill State/Federal/Grant

Executive Summary

The purpose of the Research & Planning (RAP) Unit is to collect, analyze, interpret, and disseminate information regarding the characteristics, activities, operations, and policies of the Department of Community Justice (DCJ). RAP also uses external funding to evaluate innovative approaches to supervision. 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 ability to track race and ethnicity data to address practices that disproportionately impact Black, Indigenous, and/or People of Color (BIPOC) justice-involved individuals. 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 conducts complex data analyses involving multivariate modeling and longitudinal time trend analyses.

In addition to quantitative analyses, RAP develops qualitative research protocols for conducting individual interviews and focus groups and for measuring fidelity of programs. This is an important practice for soliciting valuable feedback from staff, justice-involved individuals, victims of crime/survivors of violence, and community partners regarding DCJ practices and needed quality improvements. In FY 2021, RAP conducted surveys and interviews to track how DCJ responded to COVID-19 and the impact the pandemic had on staff and justice-involved individuals. The unit promotes the adoption of evidence-based practices through identification and dissemination of emerging best practices in the literature. RAP also develops grant applications for service enhancements and research projects. When DCJ receives federal or state grants or contracts, RAP is responsible for developing and implementing sound methodologies, completing reports required by the funders, conducting descriptive, multivariate, and other outcome analyses, and preparing reports and presentations to disseminate the results internally, locally, and nationally.

The unit is a contracted data and evaluation resource for local jurisdictions without their own research team. Within the County, RAP provides ongoing technical assistance to several countywide data collaboratives and participates 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of research and evaluation projects worked on by RAP | 150 | 160 | 150 | 150 |
| Outcome | Number of output and outcome measures analyzed for budgeting process | 120 | 120 | 117 | 108 |

Performance Measures Descriptions

Measure 1: Measure description was edited to improve clarity. Previous measure description was "Average number of new research and evaluation requests received by unit annually."

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$814,722 | \$763,903 | \$1,112,432 | \$425,714 |
| Contractual Services | \$2,000 | \$198,158 | \$2,000 | \$5,523 |
| Materials & Supplies | \$17,525 | \$16,679 | \$12,507 | \$21,094 |
| Internal Services | \$2,000 | \$132,310 | \$385 | \$71,861 |
| Total GF/non-GF | \$836,247 | \$1,111,050 | \$1,127,324 | \$524,192 |
| Program Total: | \$1,947,297 | | \$1,651,516 | |
| Program FTE | 6.15 | 5.05 | 7.97 | 2.63 |

| Program Revenues | | | | |
|-----------------------|------------|--------------------|------------|------------------|
| Intergovernmental | \$0 | \$733,466 | \$0 | \$389,621 |
| Other / Miscellaneous | \$0 | \$377,584 | \$0 | \$134,571 |
| Total Revenue | \$0 | \$1,111,050 | \$0 | \$524,192 |

Explanation of Revenues

This program generates \$71,861 in indirect revenues.

1) County General Fund 2) \$19,750 City of Gresham. DCJ a research partner in its Justice & Mental Health Collaboration Program. IGA ends 09/30/23 3) \$187,683 Washington County maintains Google Dashboard for access to DOC 400. IGA ends 12/31/21 4) \$134,571 Arnold Foundation ends 6/30/21 with approved carryover of unspent funds to FY 2022 5) \$75,479 US DOJ Innovations in Supervision Initiative grant reduces recidivism of African American males via the Rehabilitation, Empowerment, Accountability Therapy curriculum that ends 9/30/21, expect a no cost extension in FY 2022 6) \$3,762 US DOJ SMART Reentry supports successful reentry from prison into the community 7) \$102,947 US DOJ W.E.B. DuBois Program of Research on Race and Crime. Award ends 12/31/20 with a no cost extension to 12/31/21.

Significant Program Changes

Last Year this program was: FY 2021: 50004 DCJ Research & Planning Unit

0.60 FTE data technician, funded by a 3 year SAMHSA grant ending in September 2020, was cut for FY 2022.

Backfilling: Position 700288, 0.16 FTE was backfilled with General funds from the Arnold Foundation grant

Position 717410 0.29 FTE was backfilled with General funds from the Arnold Foundation grant

Position 707829 0.10 FTE was backfilled with General funds from the Arnold Foundation grant and 0.10 from the W.E.B. DuBois Grant

Position 717802 0.25 FTE, position 719210 0.60, position 719227 0.20 FTE and position 705156 0.12 FTE backfilled with General funds

A net total of 1.82 FTE was backfilled with General funds from various grants.

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 facilitates recruiting, hiring, training, and assists with the support 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 to promote County Core Competencies. HR staff work with management and members of three unions to promote effective communication and problem solving. The HR unit gives employees the tools they need to do their job and strengthens manager 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 and external employee investigations, procedures, and training. They also play an important role in the implementation of goals and activities in the Workforce Equity Strategic Plan.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Total number of regular employees supported per day | 490 | 550 | 490 | 480 |
| Outcome | Percent of People of Color applying for open positions | 45% | 50% | 45% | 46% |
| Outcome | Total number of temps/on calls supported | 127 | 215 | 130 | 150 |

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,516,342 | \$0 | \$1,632,083 | \$0 |
| Contractual Services | \$24,735 | \$0 | \$49,954 | \$0 |
| Materials & Supplies | \$50,876 | \$0 | \$30,968 | \$0 |
| Internal Services | \$71 | \$0 | \$0 | \$0 |
| Total GF/non-GF | \$1,592,024 | \$0 | \$1,713,005 | \$0 |
| Program Total: | \$1,592,024 | | \$1,713,005 | |
| Program FTE | 10.80 | 0.00 | 11.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2021: 50005 DCJ Human Resources

1.00 FTE human resources analyst 2 (nr) was reclassified to a human resources analyst 1 via Bud Mod DCJ-010-21 in mid-year FY 2021. A human resources analyst 1 was increased from 0.80 FTE to 1.00 FTE.

Professional services increased by \$25,219 due to the following; Professional trainers - \$15,219 and mediation services by \$10,000.

Supplies (parking stickers for training at the Multnomah building) were reallocated to professional services - \$15,219 and Ricoh copier rental was moved to the BAT program - \$4,357

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 intensive 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. Several providers offer culturally specific services for Black and African Americans as well as the lesbian, gay, bisexual, transgender and queer (LGBTQ) community.

Most clinical services previously supported by the Department of Community Justice's (DCJ) 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, attitudes, antisocial peers, impulsivity, poor problem solving skills and anger management. 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of individuals that received DCJ funded treatment | 914 | 1,300 | 900 | 215 |
| Outcome | Percent of individuals convicted of a misd. or felony within 1 year of treatment admission date | 13% | 10% | 10% | 10% |

Performance Measures Descriptions

Measure 1: FY 2020 Actual and FY 2021 Estimate have been significantly affected by COVID-19. Additionally, the FY 2022 program offer is significantly decreased due to budget cuts.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$729,075 | \$144,019 | \$71,839 | \$70,495 |
| Materials & Supplies | \$26,879 | \$0 | \$1,574 | \$0 |
| Total GF/non-GF | \$755,954 | \$144,019 | \$73,413 | \$70,495 |
| Program Total: | \$899,973 | | \$143,908 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------------|------------|-----------------|
| Intergovernmental | \$0 | \$144,019 | \$0 | \$70,495 |
| Total Revenue | \$0 | \$144,019 | \$0 | \$70,495 |

Explanation of Revenues

County General Fund plus \$70,495 from State Department of Corrections SB1145 funding per the Governor's budget. Funding supports supervision of justice involved individuals, services, and local sanctions meeting requirements of ORS 423.525. FY 2022 is 49% allocation for the 1st year of 2021-2023 biennium budget.

Significant Program Changes

Last Year this program was: FY 2021: 50011 Recovery System of Care

DCJs FY 2022 budget reflects the impact of the passage of Ballot Measure (BM) 110 which establishes a Drug Treatment and Recovery Services Fund and decriminalizes the possession of small quantities of controlled substances. This measure requires the transfer of sentence reduction, reductions in arrests, incarceration and supervision savings to the new fund. This will result in a reduction of cases supervised.

Contracts and supplies reduced due to BM 110.

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. This includes beds that 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 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). Several providers offer culturally specific services for Black and African Americans as well as the lesbian, gay, bisexual, transgender and queer (LGBTQ) community. This program also provides residential alcohol and drug treatment beds for high risk female adults, and 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.

Most 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of males participating in treatment | 267 | 350 | 250 | 50 |
| Outcome | Percent of males convicted of a misd. or felony within 1 year of treatment admission date | 16% | 15% | 15% | 15% |
| Output | Number of females participating in treatment | 197 | 300 | 200 | 50 |
| Outcome | Percent of females convicted of a misd. or felony within 1 year of treatment admission date | 19% | 20% | 20% | 20% |

Performance Measures Descriptions

Measures 1 and 3: FY 2020 Actual and FY 2021 Estimate have been significantly affected by COVID-19. Additionally, the FY 2022 program offer is significantly decreased due to budget cuts.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$899,336 | \$46,345 | \$103,912 | \$50,776 |
| Total GF/non-GF | \$899,336 | \$46,345 | \$103,912 | \$50,776 |
| Program Total: | \$945,681 | | \$154,688 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|-----------------|------------|-----------------|
| Intergovernmental | \$0 | \$46,345 | \$0 | \$50,776 |
| Total Revenue | \$0 | \$46,345 | \$0 | \$50,776 |

Explanation of Revenues

County General Fund plus \$50,776 State Department of Corrections Measure 57 (M57) Supplemental Fund. Funding supports justice-involved individuals on active supervision, convicted of crimes related to M57 funds, and have a substance abuse disorder. Expect biennium 2019-2021 IGA funding level to continue through 2021-2023. FY 2022 is 49% allocation for the 1st year of 2021-2023 biennium budget.

Significant Program Changes

Last Year this program was: FY 2021: 50012 Adult Residential Treatment Services

DCJs FY 2022 budget reflects the impact of the passage of Ballot Measure (BM) 110 which establishes a Drug Treatment and Recovery Services Fund and decriminalizes the possession of small quantities of controlled substances. This measure requires the transfer of sentence reduction, reductions in arrests, incarceration and supervision savings to the new fund. This will result in a reduction of cases supervised.

Alcohol and drug residential contracts reduce due to BM 110.

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 10,000 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 and change behavior. 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 adult services staff to achieve reductions in recidivism and reduce long held disparities in the criminal justice system. DCJ's priority is to focus resources on the highest risk and highest need individuals and is utilizing current and evidence-based assessment tools that; guide supervision by identifying criminogenic risk and need factors, and develop case plans that reduce risk to re-offend.

ADS works with the Research and Planning unit to track and analyze race and ethnicity data to address practices that disproportionately impact Black, Indigenous, and/or People of Color (BIPOC) justice-involved individuals. Rapport and relationship building, along with structured directions are key factors to reducing recidivism (Andrews & Bonta, 2006, 2010a, 2010b; Bonta et al., 2011; Robinson, VanBenschoten, Alexander & Lowenkamp, 2011; Trotter, 2013).

In the coming year, ASD will continue to focus on maintaining evidence-based practices including specialized assessment tools and cognitive behavioral intervention programming, utilizing case management strategies that provide individuals the opportunity to change by addressing factors that research has shown to reduce criminal behavior, including trauma informed care, and by adding an equity focus and understanding of brain development to support effective supervision (Blair & Raver, 2016; Curry-Stevens, Reyes, & Coalition of Communities of Color, 2014; Ghandnoosh, 2014; Knight, 2018; Mears, Cochran, & Lindsey, 2016; Moreland-Capua, 2019; National Institute of Corrections, 2017; Reavis, Looman, Franco, & Rojas, 2013).

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of adults supervised annually | 10,231 | 11,500 | 8,250 | 10,000 |
| Outcome | Percent of adults convicted of misd. or felony within 1 year of supervision start date | 14% | 18% | 14% | 18% |

Performance Measures Descriptions

Measures 1 and 2: FY 2020 Actual and FY21 Estimate have been significantly affected by COVID-19. DCJ anticipates numbers will return to normal in FY 2022, as vaccine rollout completes in Summer 2021 and when court backlogs are resolved. However, due to the ballot measure change which decriminalized many drug crimes we do not expect it to return all the way to previous levels.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,677,092 | \$0 | \$1,370,478 | \$114,298 |
| Contractual Services | \$77,202 | \$0 | \$87,202 | \$0 |
| Materials & Supplies | \$285,947 | \$0 | \$239,967 | \$0 |
| Internal Services | \$9,909 | \$0 | \$9,357 | \$19,294 |
| Total GF/non-GF | \$2,050,150 | \$0 | \$1,707,004 | \$133,592 |
| Program Total: | \$2,050,150 | | \$1,840,596 | |
| Program FTE | 9.00 | 0.00 | 7.00 | 0.00 |

| Program Revenues | | | | |
|-------------------------|------------|------------|------------|------------------|
| Fees, Permits & Charges | \$0 | \$0 | \$0 | \$0 |
| Other / Miscellaneous | \$0 | \$0 | \$0 | \$133,592 |
| Total Revenue | \$0 | \$0 | \$0 | \$133,592 |

Explanation of Revenues

This program generates \$19,294 in indirect revenues. County General Fund plus \$133,592 from MacArthur Foundation. Total award of \$2M to the County with DCJ portion of \$267,583. Award dates 01/01/2020 – 12/31/2021. Funding provides a roadmap for the County to pivot to a risk-based approach that aligns with best practices in pretrial justice regarding unfair and ineffective practices on People of Color, low-income communities, and people with mental health and substance abuse. Expect a no cost extension into FY 2022.

Significant Program Changes

Last Year this program was: FY 2021: 50016 Adult Services Management

Limited duration program specialist added mid FY 2021 to support the 2 year MacArthur Safety & Challenge Grant.

1.00 FTE manager senior transferred to Contracts, Procurement and Policy (50000).

1.00 FTE administrative analyst cut in FY 2022.

Contractual services increase due to new trial online notary service - \$10,000

Material and supplies reduced by \$43,936 (training)

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

Executive Summary

Adult Records and Administrative Services provides the Adult Services Division (ASD) with support for field supervision units, Assessment and Referral Center, Local Control, Pretrial Services, and Community Service. Adult Records and Administrative 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 support to division personnel; ensure legal sufficiency, and coordinate purchasing of supplies and equipment.

Program Summary

Adult Services Division (ASD) Adult Records and Administrative Services provides office support services for all parole and probation supervision programs, pretrial services, and community service. Essential functions include:

1. Maintain highly confidential records and crime data in the statewide Correction Information System (CIS), Law Enforcement Data System (LEDS) and internal service tracking systems,
2. Maintain files for all active and discharged justice-involved adults,
3. Provide reception coverage,
4. Responding to general inquiries from members of the public,
5. Distribute mail,
6. Order supplies,
7. and processing of fee payments.

Adult Records and Administrative 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of work items processed by the unit | 23,652 | 35,000 | 8,551 | 35,000 |
| Outcome | Average Processing Time (days) | 3 | 4 | 3 | 4 |
| Output | Number of check-ins at a reception desk | 45,457 | 105,000 | 0 | 105,000 |

Performance Measures Descriptions

Measures 1 and 3: FY 2020 Actual and FY 2021 Estimate have been significantly affected by COVID-19. DCJ anticipates numbers will return to normal in FY 2022, as vaccine rollout completes in Summer 2021 and when court backlogs are resolved.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$2,063,617 | \$3,148,579 | \$4,068,007 | \$1,066,304 |
| Contractual Services | \$75,340 | \$0 | \$75,340 | \$0 |
| Materials & Supplies | \$252,695 | \$520 | \$172,437 | \$0 |
| Internal Services | \$2,773,578 | \$545,333 | \$2,693,455 | \$179,992 |
| Total GF/non-GF | \$5,165,230 | \$3,694,432 | \$7,009,239 | \$1,246,296 |
| Program Total: | \$8,859,662 | | \$8,255,535 | |
| Program FTE | 21.00 | 31.00 | 39.00 | 10.00 |

| Program Revenues | | | | |
|----------------------|------------|--------------------|------------|--------------------|
| Intergovernmental | \$0 | \$3,694,432 | \$0 | \$1,246,296 |
| Total Revenue | \$0 | \$3,694,432 | \$0 | \$1,246,296 |

Explanation of Revenues

This program generates \$179,992 in indirect revenues.

County General Fund plus \$1,246,296 from the State Department of Corrections SB1145 funding based on the Governor's budget. Funding supports supervision of justice involved individuals, services, and local sanctions meeting requirements of ORS 423.525. FY 2022 is 49% allocation for the 1st year of 2021-2023 biennium budget.

Significant Program Changes

Last Year this program was: FY 2021: 50017 Adult Support Services

1.00 FTE records technician was reclassified to a corrections technician and transferred to the Hearings Unit (50020) in mid year FY 2021.

3.00 FTEs program supervisors were reclassified to a community justice program managers mid FY 2021.

FY 2022, 1.00 FTE records technician and 1.00 FTE office assistant 2 were cut.

Due to State SB1145 reductions, FTE reductions are offset with the backfill of County General Funds.

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. The Recog and Pretrial units allow for scarce jail beds to be reserved for higher risk justice-involved adults by using a validated risk instrument to assess a defendant's probability to appear in court or reoffend and conduct interviews and assessments to determine release eligibility.

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. The program interviews 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 and not commit new crimes. 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 to the community. 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of recog cases processed annually | 24,376 | 30,000 | 24,500 | 30,000 |
| Outcome | Percent of recog cases interviewed | 39% | 33% | 40% | 33% |

Performance Measures Descriptions

Measures 1 and 2: FY 2020 Actual and FY 2021 Estimate have been significantly affected by COVID-19. DCJ anticipates numbers will return to normal in FY 2022, as vaccine rollout completes in Summer 2021 and when court backlogs are resolved.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$2,621,287 | \$0 | \$2,695,112 | \$0 |
| Contractual Services | \$10,842 | \$0 | \$10,842 | \$0 |
| Materials & Supplies | \$23,634 | \$0 | \$14,810 | \$0 |
| Internal Services | \$95,827 | \$0 | \$99,635 | \$0 |
| Total GF/non-GF | \$2,751,590 | \$0 | \$2,820,399 | \$0 |
| Program Total: | \$2,751,590 | | \$2,820,399 | |
| Program FTE | 21.00 | 0.00 | 21.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2021: 50018 Adult Pretrial Release Services Program (PRSP)

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$108,978 | \$0 | \$111,290 |
| Contractual Services | \$0 | \$1,448 | \$0 | \$1,448 |
| Internal Services | \$0 | \$25,931 | \$0 | \$28,136 |
| Total GF/non-GF | \$0 | \$136,357 | \$0 | \$140,874 |
| Program Total: | \$136,357 | | \$140,874 | |
| Program FTE | 0.00 | 1.00 | 0.00 | 1.00 |

| Program Revenues | | | | |
|----------------------|------------|------------------|------------|------------------|
| Intergovernmental | \$0 | \$136,357 | \$0 | \$140,874 |
| Total Revenue | \$0 | \$136,357 | \$0 | \$140,874 |

Explanation of Revenues

This program generates \$18,785 in indirect revenues. \$140,874 from the State Department of Corrections SB1145 funding based on the Governor's budget. Funding supports supervision of justice-involved individuals, services, and local sanctions meeting requirements of ORS 423.525. FY 2022 is 49% allocation for the 1st year of 2021-2023 biennium budget.

Significant Program Changes

Last Year this program was: FY 2021: 50019 Adult Local Control Release Unit

Department: Community Justice **Program Contact:** Lisa Lewis
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 50020B
Program Characteristics:

Executive Summary

The Violation Hearings unit is instrumental in holding justice-involved adults accountable by providing fair and objective investigations and parole hearings, incarceration when appropriate and actively supervising justice-involved adults. Through collaboration with the Multnomah County Sheriff's Office, the Oregon State Board of Parole, treatment providers, and the community, this unit provides effective interventions and helps to ensure necessary due process and efficient operations of the local justice system.

Program Summary

If during supervision, a parole-probation officer (PPO) determines that a justice-involved adult has violated parole conditions, the PPO submits required written documents and a violation hearing is arranged through the Violations Hearings unit. Hearings Officers (HO) conduct local parole hearings and determine consequences for the adults found in violation of supervision. HOs are able to order jail releases, recommend revocations of adults and/or make other recommendations that are consistent with evidence-based practices. In addition, the unit provides support within the Justice Center for the purposes of testimony and streamlining DCJ representation on probation violation matters before the court.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of hearings completed by hearings officers | 540 | 600 | 540 | 540 |
| Outcome | Percent of hearings completed by hearings officers outside of Multnomah County | 18% | 30% | 18% | 18% |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$490,218 | \$0 | \$612,600 |
| Contractual Services | \$0 | \$2,000 | \$0 | \$2,000 |
| Internal Services | \$0 | \$84,906 | \$811 | \$103,406 |
| Total GF/non-GF | \$0 | \$577,124 | \$811 | \$718,006 |
| Program Total: | \$577,124 | | \$718,817 | |
| Program FTE | 0.00 | 3.00 | 0.00 | 4.00 |

| Program Revenues | | | | |
|----------------------|------------|------------------|------------|------------------|
| Intergovernmental | \$0 | \$577,124 | \$0 | \$718,006 |
| Total Revenue | \$0 | \$577,124 | \$0 | \$718,006 |

Explanation of Revenues

This program generates \$103,406 in indirect revenues.

County General Fund plus \$718,006 from the State Department of Corrections SB1145 funding based on the Governor's budget. Funding supports supervision of justice-involved individuals, services, and local sanctions meeting requirements of ORS 423.525. FY 2022 is 49% allocation for the 1st year of 2021-2023 biennium budget.

Significant Program Changes

Last Year this program was: FY 2021: 50020 Adult Parole/Post Prison Violation Hearings

1.00 FTE records tech was reclassified to corrections tech and transferred from Mead Support (50017) via budget modification DCJ-009-21 mid-year FY 2021.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$126,000 | \$209,319 | \$0 |
| Total GF/non-GF | \$0 | \$126,000 | \$209,319 | \$0 |
| Program Total: | \$126,000 | | \$209,319 | |
| Program FTE | 0.00 | 0.00 | 2.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------------|------------|------------|
| Intergovernmental | \$0 | \$126,000 | \$0 | \$0 |
| Total Revenue | \$0 | \$126,000 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was:

In FY 2022 add 1.00 FTE parole & probation officer and 1.00 FTE office assistance senior. These positions were funded with DCJ County funds and Board funded COVID-19 funds in FY 2021.

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, Pre-Release field investigations, 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 (JIIs) upon sentencing to probation or after their release from incarceration. These individuals are considered high risk to re-offend, and ARC determines which strategies, supports, 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, including providing proper supports to those with special needs, and enables effective interventions targeting criminogenic factors.

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 newly sentenced, and recently released individuals, including housing, health assessments, treatment access, case coordination, and family engagement.

The COVID-19 pandemic impacted the operations of this program in FY 2021. Staff met with the majority of justice-involved individuals via telephone without impacting the rate of JII's showing for their intake. In person intakes will resume in FY 2022 when it is safe to do so.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of probation and post prison intakes completed | 2,766 | 3,000 | 2,750 | 3,000 |
| Outcome | Percent of individuals that are not revoked during the first thirty days from their release from prison | 97% | 97% | 97% | 97% |
| Outcome | Percent of individuals who report as ordered during the first thirty days from their release from prison | 96% | 95% | 95% | 95% |

Performance Measures Descriptions

Measure 1: FY 2020 Actual and FY 2021 Estimate have been significantly affected by COVID-19. DCJ anticipates numbers will return to normal in FY 2022, as vaccine rollout completes in Summer 2021 and when court backlogs are resolved.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$2,617,049 | \$804,140 | \$2,675,414 | \$818,183 |
| Contractual Services | \$228,622 | \$0 | \$228,622 | \$0 |
| Materials & Supplies | \$8,194 | \$31,430 | \$5,617 | \$31,430 |
| Internal Services | \$103,562 | \$139,277 | \$110,259 | \$138,110 |
| Total GF/non-GF | \$2,957,427 | \$974,847 | \$3,019,912 | \$987,723 |
| Program Total: | \$3,932,274 | | \$4,007,635 | |
| Program FTE | 19.50 | 5.50 | 19.48 | 5.52 |

| Program Revenues | | | | |
|-------------------------|------------|--------------------|------------|------------------|
| Fees, Permits & Charges | \$0 | \$0 | \$0 | \$0 |
| Intergovernmental | \$0 | \$2,138,220 | \$0 | \$987,723 |
| Total Revenue | \$0 | \$2,138,220 | \$0 | \$987,723 |

Explanation of Revenues

This program generates \$138,110 in indirect revenues.

County General Fund plus \$987,723 the State Department of Corrections SB1145 funding is based on the Governor's budget. Funding supports supervision of justice-involved individuals, services, and local sanctions meeting requirements of ORS 423.525. FY 2022 is 49% allocation for the 1st year of 2021-2023 biennium budget.

Significant Program Changes

Last Year this program was: FY 2021: 50021A Assessment and Referral Center

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 nationwide initiative that seeks to reduce prison growth while improving public safety. Multnomah County Justice Reinvestment (MCJRP) is a direct result of House Bill 3194. Locally this was accomplished this by reducing spending on prison in order to reinvest savings in evidence-based strategies at the county level. The program is designed to assess justice-involved individuals (JII) prior to sentencing, and provide a continuum of community- based services, programs, and sanctions thereby, decreasing the County's utilization of imprisonment in Department of Corrections (DOC) institutions while protecting public safety, holding individuals accountable and helping to change their behavior.

Program Summary

The District Attorney's Office identifies JIIs facing a prison term based on established eligibility requirements. MCJRP includes funding for the Multnomah County Sheriff's Office to expedite assessments in jail; for the court and the defense to assist with case coordination and scheduling; a deputy district attorney to facilitate eligibility determination and case management; additional staff at DCJ to carry out the program (assessment, report writing, and supervision); and 10% of funding 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 JIIs who are sentenced to probation rather than prison, DCJ provides intensive supervision based on individualized case plans driven by risk and needs assessments along with referrals to treatment and other community resources.

This program offer also supports the ongoing Reentry Enhancement Coordination program and Short Term Trans Leave, 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 the 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 part-time 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of adults supervised annually | 675 | 800 | 675 | 800 |
| Outcome | Percent of adults who are not revoked within 1 year of supervision start date | 90% | 85% | 90% | 85% |
| Outcome | Percent of adults who are NOT convicted of a misd. or felony within 1 year of supervision start date | 83% | 80% | 80% | 80% |

Performance Measures Descriptions

Measures 1 and 2: FY 2020 Actual and FY 2021 Estimate have been significantly affected by COVID-19. DCJ anticipates numbers will return to normal in FY 2022, as vaccine rollout completes in Summer 2021 and when court backlogs are resolved.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$800,634 | \$0 | \$701,428 |
| Contractual Services | \$0 | \$2,300,571 | \$0 | \$1,995,460 |
| Internal Services | \$0 | \$54,193 | \$0 | \$54,741 |
| Total GF/non-GF | \$0 | \$3,155,398 | \$0 | \$2,751,629 |
| Program Total: | \$3,155,398 | | \$2,751,629 | |
| Program FTE | 0.00 | 5.52 | 0.00 | 4.44 |

| Program Revenues | | | | |
|----------------------|------------|--------------------|------------|--------------------|
| Intergovernmental | \$0 | \$3,155,398 | \$0 | \$2,751,629 |
| Total Revenue | \$0 | \$3,155,398 | \$0 | \$2,751,629 |

Explanation of Revenues

This program generates \$54,741 in indirect revenues.

\$2,751,629 from Oregon Criminal Justice Commission, Justice Reinvestment Initiative funding is based on the Governor's budget. Funding per Governor's budget grand funding. Funding provides assistance in reducing recidivism, decreasing prison use, saving prison costs, protecting the public and holding justice-involved individuals accountable. FY 2022 is 49% allocation for the 1st year of 2021-2023 biennium budget.

Significant Program Changes

Last Year this program was: FY 2021: 50022 HB3194 Justice Reinvestment

1.00 FTE Community Health Specialist was cut in FY 2022.

Contractual services net reduction to align to the Governor's recommended budget.

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

Executive Summary

Department of Community Justice (DCJ) adheres to evidence-based risk principles to determine supervision levels ensuring resources are targeted to the highest risk. Multnomah County receives a large number of high risk individuals and is still able to produce lower recidivism rates for these cases compared to the state average. The Reduced Supervision model takes care not to bring justice- involved individuals (JIIs) who are low risk deeper into the criminal justice system, provides minimal supervision, and encourages increased self-sufficiency.

Program Summary

High risk supervision uses evidence-based strategies to identify criminogenic risk factors 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. They also integrate trauma informed practices and brain science into their daily work.

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.

The COVID-19 pandemic impacted operations beginning in March 2020. PPOs have limited in person visits to address immediate public safety concerns and address high risk behaviors. They maintain contact with justice-involved individuals via phone or other virtual options. Regular in person meetings will resume in FY 2022 when it is safe to do so.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of high risk adults supervised annually in West Program | 1,608 | 2,000 | 1,600 | 2,000 |
| Outcome | Percent of adults who are convicted of a misd. or felony within 1 year of supervision start date | 20% | 15% | 20% | 15% |

Performance Measures Descriptions

Measures 1 and 2: FY 2020 Actual and FY 2021 Estimate have been significantly affected by COVID-19. DCJ anticipates numbers will return to normal in FY 2022, as vaccine rollout completes in Summer 2021 and when court backlogs are resolved.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$2,518,965 | \$2,163,131 | \$2,576,396 | \$2,117,929 |
| Contractual Services | \$22,318 | \$29,900 | \$22,318 | \$29,900 |
| Materials & Supplies | \$1,730 | \$0 | \$653 | \$0 |
| Internal Services | \$0 | \$374,654 | \$0 | \$357,505 |
| Total GF/non-GF | \$2,543,013 | \$2,567,685 | \$2,599,367 | \$2,505,334 |
| Program Total: | \$5,110,698 | | \$5,104,701 | |
| Program FTE | 16.05 | 15.43 | 16.13 | 14.43 |

| Program Revenues | | | | |
|-------------------------|------------------|--------------------|------------------|--------------------|
| Fees, Permits & Charges | \$0 | \$0 | \$0 | \$0 |
| Intergovernmental | \$0 | \$2,567,685 | \$0 | \$2,505,334 |
| Other / Miscellaneous | \$324,233 | \$0 | \$250,000 | \$0 |
| Total Revenue | \$324,233 | \$2,567,685 | \$250,000 | \$2,505,334 |

Explanation of Revenues

This program generates \$357,505 in indirect revenues. County General Fund (CGF) includes \$250,000 deposited into the CGF from the Circuit Court for the Criminal Fine Assessment Account, Dept. of Corrections (DOC) HB5029. Funding distributed DCJ (60%), and MCSO (40%). Funding supports county adult correction and drug/alcohol programs. Plus two DOC funding's per Governor's budget, and FY 2022 is 49% allocation for 1st year 2021-2023 biennium (BI) budget: 1) \$1,914,381 DOC, SB1145. Funding supports supervision of justice-involved individuals (JIIs), services, and local sanctions meeting requirements of ORS 423.525 2) \$590,953 DOC M57 an IGA. Funding supports JIIs on active supervision, convicted of crimes related to Measure 57 and having a substance abuse disorder. Expect BI 2019-2021 IGA funding to continue through 2021-2023.

Significant Program Changes

Last Year this program was: FY 2021: 50023 Adult Field Supervision - West

1.00 FTE parole probation officer was transferred to Mid-County East Supervision (50033) via Internal budget modification DCJ-002-21.

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, Health Department, 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

MHU works to decrease justice-involved individuals (JIIs) with severe behavioral health issues from incarceration and hospitalizations. MHU increases community safety and minimizes individual contact with the criminal justice system by JIIs with individualized community-based treatment and case management with supervision from specially trained parole-probation officers (PPOs). The goal of MHU is to reduce recidivism, enhance community safety, and support individuals experiencing significant behavioral health needs 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) Assists individuals in achieving an improved quality of life outside of jails, prisons and hospitals; and
- 3) Provides ongoing monitoring and surveillance.

This program supports public safety by providing supervision and case management functions. PPOs provide skill training to justice-involved individuals to help them change thinking and behaviors that can lead to continued criminal justice involvement. Treatment and case management is provided to high and medium risk individuals to help them stabilize their mental health symptoms and individuals are connected to long term care in the community.

The COVID-19 pandemic impacted operations beginning in March 2020. PPOs have limited in person visits to address immediate public safety concerns and address high risk behaviors. They maintain contact with justice-involved individuals via phone or other virtual options. Regular in person meetings will resume in FY 2022 when it is safe to do so.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of adults served annually | 505 | 525 | 500 | 525 |
| Outcome | Percent of adults convicted of misd. or felony within 1 year of supervision start date | 20% | 30% | 20% | 30% |

Performance Measures Descriptions

Measures 1 and 2: FY 2020 Actual and FY 2021 Estimate have been significantly affected by COVID-19. DCJ anticipates numbers will return to normal in FY 2022, as vaccine rollout completes in Summer 2021 and when court backlogs are resolved.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,627,053 | \$0 | \$1,683,996 | \$0 |
| Contractual Services | \$1,390,222 | \$275,301 | \$1,370,543 | \$293,967 |
| Materials & Supplies | \$0 | \$66,327 | \$0 | \$5,485 |
| Total GF/non-GF | \$3,017,275 | \$341,628 | \$3,054,539 | \$299,452 |
| Program Total: | \$3,358,903 | | \$3,353,991 | |
| Program FTE | 11.00 | 0.00 | 11.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------------|------------|------------------|
| Intergovernmental | \$0 | \$341,628 | \$0 | \$299,452 |
| Total Revenue | \$0 | \$341,628 | \$0 | \$299,452 |

Explanation of Revenues

County General Fund plus \$299,452 grant from Oregon Criminal Justice Commission, Specialty Court program. Funding supports Multnomah County Mental Health Court for justice-involved individuals struggling with substance use disorder through recidivism outcomes by way of interdisciplinary team collaboration, court-directed treatment, and compliance. Grant funding level for 2021-2023 biennium expected to be at the same level as the 2019-2021 biennium. FY 2022 is 49% allocation for the 1st year of 2021-2023 biennium budget.

Significant Program Changes

Last Year this program was: FY 2021: 50024 Adult Mental Health Unit - Supervision and Treatment

Contractual services had a net reduction of \$1,013. This consisted of an increase of client assistance due to the new mental health outreach program initiative that started during FY 2021 - \$12,000 and a reduction of \$13,013 in contracts.

Materials & Supplies reduced by \$60,842 1) training \$5,199 2) supplies \$61,128.

Department: Community Justice **Program Contact:** Lisa Lewis
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 50037
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 525 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 (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).

The COVID-19 pandemic impacted operations beginning in March 2020. PPOs have limited in person visits to address immediate public safety concerns and address high risk behaviors. They maintain contact with justice-involved individuals via phone or other virtual options. Regular in person meetings will resume in FY 2022 when it is safe to do so.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of adults served annually | 537 | 675 | 525 | 675 |
| Outcome | Percent of adults convicted of a misd. or felony within 1 year of supervision start date | 5% | 10% | 5% | 10% |
| Outcome | Percent of adults convicted of a new sex-offense misd. or felony within 1 year of supervision start date | 2% | 1% | 1% | 1% |

Performance Measures Descriptions

Measures 1 and 2: FY 2020 Actual and FY 2021 Estimate have been significantly affected by COVID-19. DCJ anticipates numbers will return to normal in FY 2022, as vaccine rollout completes in Summer 2021 and when court backlogs are resolved.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$113,136 | \$1,506,727 | \$114,914 | \$1,580,744 |
| Contractual Services | \$339,278 | \$2,500 | \$339,278 | \$2,500 |
| Materials & Supplies | \$0 | \$15,025 | \$0 | \$15,083 |
| Internal Services | \$0 | \$260,965 | \$0 | \$266,830 |
| Total GF/non-GF | \$452,414 | \$1,785,217 | \$454,192 | \$1,865,157 |
| Program Total: | \$2,237,631 | | \$2,319,349 | |
| Program FTE | 0.60 | 10.40 | 0.60 | 10.40 |

| Program Revenues | | | | |
|-------------------------|------------|--------------------|------------|--------------------|
| Fees, Permits & Charges | \$0 | \$0 | \$0 | \$0 |
| Intergovernmental | \$0 | \$1,785,217 | \$0 | \$1,865,157 |
| Total Revenue | \$0 | \$1,785,217 | \$0 | \$1,865,157 |

Explanation of Revenues

This program generates \$266,830 in indirect revenues.

County General Fund plus two Oregon Department of Corrections (DOC) funding's per the Governor's budget. FY 2022 is 49% allocation for the 1st year of 2021-2023 biennium budget 1) \$1,832,241 DOC SB1145. Funding supports supervision of justice-involved individuals, services, and local sanctions meeting requirements of ORS 423.525 2) \$32,916 DOC Sexually Violent Dangerous Offender (SVDO). Funding provides intensive supervision to specially designated sex offenders in accordance with ORS 144.635.

Significant Program Changes

Last Year this program was: FY 2021: 50025 Adult Sex Offense Supervision & Treatment

Department: Community Justice **Program Contact:** Denise Pena
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 50036
Program Characteristics:

Executive Summary

The Domestic Violence (DV) unit collaborates with police, District Attorney’s Office, courts and treatment agencies to hold justice-involved individuals (JIIs) 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 the Victim Services Unit to advocate for the safety of the victims and include their voices in creating case plan goals.

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 and DCJ victim advocates 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) which provides services to those with first time offenses is in Program Offer 50036.

The COVID-19 pandemic impacted operations beginning in March 2020. PPOs have limited in person visits to address immediate public safety concerns and address high risk behaviors. They maintain contact with justice-involved individuals via phone or other virtual options. Regular in person meetings will resume in FY 2022 when it is safe to do so.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of adults served annually | 1,129 | 1,200 | 1,100 | 1,200 |
| Outcome | Percent of adults convicted of a misd. or felony 1 year of supervision start date | 15% | 15% | 15% | 15% |

Performance Measures Descriptions

Measure 1: FY 2020 Actual and FY 2021 Estimate have been significantly affected by COVID-19. DCJ anticipates numbers will return to normal in FY 2022, as vaccine rollout completes in Summer 2021 and when court backlogs are resolved.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,276,711 | \$1,292,234 | \$1,479,973 | \$1,294,666 |
| Contractual Services | \$0 | \$100,607 | \$0 | \$100,607 |
| Materials & Supplies | \$2,230 | \$0 | \$2,230 | \$0 |
| Internal Services | \$0 | \$223,814 | \$0 | \$218,540 |
| Total GF/non-GF | \$1,278,941 | \$1,616,655 | \$1,482,203 | \$1,613,813 |
| Program Total: | \$2,895,596 | | \$3,096,016 | |
| Program FTE | 9.00 | 8.00 | 10.00 | 8.00 |

| Program Revenues | | | | |
|-------------------------|------------|--------------------|------------|--------------------|
| Fees, Permits & Charges | \$0 | \$0 | \$0 | \$0 |
| Intergovernmental | \$0 | \$1,616,655 | \$0 | \$1,613,813 |
| Total Revenue | \$0 | \$1,616,655 | \$0 | \$1,613,813 |

Explanation of Revenues

This program generates \$218,540 in indirect revenues.

County General Fund plus 1) \$1,595,164 State Department of Corrections SB1145 funding per the Governor’s budget. Funding supports supervision of justice-involved individuals, services, and local sanctions meeting requirements of ORS 423.525. FY 2022 is 49% allocation for the 1st year of 2021-2023 biennium budget. 2) \$18,649 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 2021: 50026 Adult Domestic Violence Supervision

1.00 FTE parole probation officer was transferred from Treatment First (50014) mid FY 2021.

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 875 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 Needs 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. WFSU's approach equips justice-involved women with skills and resources that strengthen families 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 four 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, collaborating with the Health Department and community partners who are not parenting, the majority due to termination of parental rights through the court system.

The COVID-19 pandemic impacted operations beginning in March 2020. PPOs have limited in person visits to address immediate public safety concerns and address high risk behaviors. They maintain contact with justice-involved individuals via phone or other virtual options. Regular in person meetings will resume in FY 2022 when it is safe to do so.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of adults served annually | 888 | 850 | 900 | 900 |
| Outcome | Percent of adults convicted of a misd. or felony within 1 year of supervision start date | 14% | 15% | 15% | 15% |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$2,234,395 | \$322,890 | \$2,429,310 | \$201,071 |
| Contractual Services | \$40,339 | \$423,159 | \$38,685 | \$124,085 |
| Materials & Supplies | \$14,115 | \$3,696 | \$7,944 | \$0 |
| Internal Services | \$206,645 | \$55,924 | \$150,976 | \$33,941 |
| Total GF/non-GF | \$2,495,494 | \$805,669 | \$2,626,915 | \$359,097 |
| Program Total: | \$3,301,163 | | \$2,986,012 | |
| Program FTE | 15.00 | 3.00 | 16.50 | 1.50 |

| Program Revenues | | | | |
|---------------------------|------------|------------------|------------|------------------|
| Fees, Permits & Charges | \$0 | \$0 | \$0 | \$0 |
| Intergovernmental | \$0 | \$805,669 | \$0 | \$325,097 |
| Beginning Working Capital | \$0 | \$0 | \$0 | \$34,000 |
| Total Revenue | \$0 | \$805,669 | \$0 | \$359,097 |

Explanation of Revenues

This program generates \$33,941 in indirect revenues.

County General Fund plus 1) \$272,635 State Department of Corrections HB3503 Family Sentencing Alternative Program IGA of which \$34,000 is beginning working capital. Funding promotes family reunification, preventing children from entering foster care, and holding justice-involved individuals accountable. The biennium IGA funding level for 2021-2023 is expected to remain level to the 2019-2021 biennium. FY 2022 is 49% allocation for the 1st year of 2021-2023 budget 2) \$86,462 partial allocation from US DOJ BJA SMART Reentry grant. The grant focuses on strategies for successful reentry from incarceration into the community. Award 10/01/2017 – 09/30/2020 with an approved no-cost extension to 09/30/2021.

Significant Program Changes

Last Year this program was: FY 2021: 50027A Adult Women & Family Services Unit

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$546,920 | \$0 | \$697,954 | \$0 |
| Total GF/non-GF | \$546,920 | \$0 | \$697,954 | \$0 |
| Program Total: | \$546,920 | | \$697,954 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2021: 50027B Diane Wade House

In FY 2021, this program was a on-going request funded for 9 months. The budget was annualized for the fiscal year.

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 individuals (JIIs) are located at any given time. This alternative sanction expands supervision sentencing options for judges. Current data indicate most defendants and JIIs on EM complete their obligation successfully.

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 program that works closely with Pretrial Supervision Program staff who work with the courts, the Oregon Board of Parole and Post-Prison Supervision, and the District Attorney's Office.

In FY 2021, DCJ began examining the use of EM, including a demographic breakdown of individuals in the program. Results revealed a higher percentage of Black and African American JIIs being placed on EM. Further analysis and discussion will continue throughout FY 2022 to determine what changes to policies and practices can be made to address this overrepresentation.

The COVID-19 pandemic impacted the use of EM. Since March 2020, PPOs were directed to limit the use of EM for technical violations to minimize the potential spread of the virus and focus the use of EM to address immediate public safety concerns.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---------------------------|-------------|---------------|---------------|------------|
| Output | Number of adults served | 947 | 1,250 | 950 | 1,250 |
| Outcome | Number of jail beds saved | 39,615 | 45,000 | 40,000 | 45,000 |

Performance Measures Descriptions

Measures 1 and 2: FY 2020 Actual and FY 2021 Estimate have been significantly affected by COVID-19. DCJ anticipates numbers will return to normal in FY 2022, as vaccine rollout completes in Summer 2021 and when court backlogs are resolved.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$199,032 | \$115,200 | \$205,001 | \$117,516 |
| Contractual Services | \$332,000 | \$0 | \$332,000 | \$0 |
| Materials & Supplies | \$20,000 | \$0 | \$20,000 | \$0 |
| Internal Services | \$0 | \$19,953 | \$0 | \$19,836 |
| Total GF/non-GF | \$551,032 | \$135,153 | \$557,001 | \$137,352 |
| Program Total: | \$686,185 | | \$694,353 | |
| Program FTE | 2.00 | 1.00 | 2.00 | 1.00 |

| Program Revenues | | | | |
|----------------------|------------|------------------|------------|------------------|
| Intergovernmental | \$0 | \$135,153 | \$0 | \$137,352 |
| Total Revenue | \$0 | \$135,153 | \$0 | \$137,352 |

Explanation of Revenues

This program generates \$19,836 in indirect revenues.

County General Fund plus \$137,352 from State Department of Corrections SB1145 fund per the Governor's budget. Funding supports supervision of justice-involved individuals, services, and local sanctions meeting requirements of ORS 423.525. FY 2022 is 49% allocation for the 1st year of 2021-2023 biennium budget.

Significant Program Changes

Last Year this program was: FY 2021: 50029 Adult Electronic Monitoring

Department: Community Justice **Program Contact:** Lisa Lewis
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 50022
Program Characteristics:

Executive Summary

Many property offenses are motivated by substance use disorders. The START (Success through Accountability, Restitution and Treatment) Court program adheres to nationally recognized drug court key components to address addiction by partnering with treatment to 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 with the results.

Program Summary

The Department of Community Justice (DCJ) START Court program 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 drug courts to respond to 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 (JII). 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, treatment, community partners, and DCJ) collaborate to deliver evidence-based practices that produce successful outcomes. Referrals to the START Court program are filtered primarily through the Multnomah County Justice Reinvestment Program (MCJRP), which provides informed sentencing, and is one option for eligible MCJRP cases.

The COVID-19 pandemic impacted operations beginning in March 2020. PPOs have limited in person visits to address immediate public safety concerns and address high risk behaviors. They maintain contact with justice-involved individuals via phone or other virtual options. Regular in person meetings will resume in FY 2022 when it is safe to do so.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of adults in START Court served each year in supervision | 272 | 250 | 275 | 275 |
| Outcome | Percent of adults in START Court NOT convicted of a misd. or felony within 1 year of supervision start date | 79% | 80% | 80% | 80% |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$658,015 | \$320,496 | \$691,495 | \$329,846 |
| Contractual Services | \$99,666 | \$580,564 | \$7,000 | \$386,371 |
| Materials & Supplies | \$1,963 | \$12,925 | \$1,963 | \$14,634 |
| Internal Services | \$0 | \$32,049 | \$0 | \$32,985 |
| Total GF/non-GF | \$759,644 | \$946,034 | \$700,458 | \$763,836 |
| Program Total: | \$1,705,678 | | \$1,464,294 | |
| Program FTE | 4.50 | 2.50 | 4.50 | 2.50 |

| Program Revenues | | | | |
|-------------------------|------------|------------------|------------|------------------|
| Fees, Permits & Charges | \$0 | \$0 | \$0 | \$0 |
| Intergovernmental | \$0 | \$946,034 | \$0 | \$763,836 |
| Total Revenue | \$0 | \$946,034 | \$0 | \$763,836 |

Explanation of Revenues

This program generates \$32,985 in indirect revenues.

County General Fund plus \$763,836 State Criminal Justice Commission START Court grant. Success through Accountability, Restitution and Treatment (START) is an intensive drug court for high risk/high need property crime justice-involved individuals with the goal of diverting them from prison. Expect biennium 2019-2021 grant funding level to be the same for 2021-2023 biennium. FY 2022 is 49% allocation for the 1st year of 2021-2023 biennium budget.

Significant Program Changes

Last Year this program was: FY 2021: 50030 Adult START Court Program

DCJs FY 2022 budget reflects the impact of the passage of Measure 110 which establishes a Drug Treatment and Recovery Services Fund and decriminalizes the possession of small quantities of controlled substances. This measure requires the transfer of sentence reduction, reductions in arrests, incarceration and supervision savings to the new fund. This will result in a reduction of cases supervised.

Contractual services were reduced in FY 2022.

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 provides an effective, cost-efficient sentence/sanction that is available to the courts and parole-probation officers (PPO). This program promotes public safety by engaging justice-involved individuals in restorative practices, as well as teaching pro-social skills and promoting anti-criminal thinking patterns. Community Service 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. Justice-involved individuals (JIIs) sanctioned to complete community service learn skills associated with tool use, safety, and teamwork.

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 this program to complete needed work. Along with being an alternative sanction to jail, community service also provides JIIs 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 earn money to pay back victims of crimes through the Restitution Work Crew program.

The Juvenile Community Service 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 Community Service 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 building skills to help them be successful. Youth learn pro-social interactions, teamwork, landscaping techniques, hand/power tool use and maintenance, and how to safely and efficiently accomplish tasks.

The COVID-19 pandemic led to the suspension of this program in March 2020 due to decreased demand and challenge of maintaining safe physical distance and will resume in a limited capacity when safety measures are put into place.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of adults served | 996 | 1,100 | 1,000 | 1,100 |
| Outcome | Percent of cases completing community service hours successfully | 57% | 68% | 52% | 68% |
| Output | Number of hours juvenile crews worked in the community | 3,972 | 7,600 | 4,000 | 7,600 |
| Outcome | Restitution payments made by juveniles participating in work crews | \$28,154 | \$50,000 | \$28,000 | \$50,000 |

Performance Measures Descriptions

Measures 1, 2, 3, and 4: FY 2020 Actual and FY 2021 Estimate have been significantly affected by COVID-19. DCJ anticipates numbers will return to normal in FY 2022, as vaccine rollout completes in Summer 2021 and when court backlogs are resolved.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,240,867 | \$107,914 | \$1,322,642 | \$67,480 |
| Contractual Services | \$26,993 | \$107,424 | \$22,688 | \$65,038 |
| Materials & Supplies | \$43,137 | \$0 | \$41,636 | \$0 |
| Internal Services | \$112,115 | \$18,691 | \$126,540 | \$11,390 |
| Total GF/non-GF | \$1,423,112 | \$234,029 | \$1,513,506 | \$143,908 |
| Program Total: | \$1,657,141 | | \$1,657,414 | |
| Program FTE | 10.45 | 0.55 | 10.66 | 0.00 |

| Program Revenues | | | | |
|-------------------------|-----------------|------------------|-----------------|------------------|
| Fees, Permits & Charges | \$0 | \$0 | \$0 | \$0 |
| Intergovernmental | \$19,700 | \$234,029 | \$13,092 | \$143,908 |
| Other / Miscellaneous | \$0 | \$0 | \$2,303 | \$0 |
| Total Revenue | \$19,700 | \$234,029 | \$15,395 | \$143,908 |

Explanation of Revenues

This program generates \$11,390 in indirect revenues. Expect IGAs with City of Portland (PDX) and Metro will continue to FY 2022; 1) County General Fund (CGF) 2) restitution \$13,092 (adults) & \$2,303 (youths) collected from government agencies deposited into the CGF and passed through to victims. Budget average of prior 2 years actuals 3) \$24,719 IGA PDX Water Bureau for work crew supervisors for heavy brushing and cleanup work. IGA 07/01/19 - 06/30/24 4) \$54,151 IGA PDX Parks & Recreation. Supports Alternative Community Service crew leaders to work in city sites. IGA ends 06/30/21. Expect 5% increase of the FY2021 rate 5) \$45,000 IGA PDX Water Bureau. Youths in Project Payback program perform outdoor maintenance & landscape to city sites IGA ends 06/30/2021 6) \$20,038 IGA Metro ends 06/30/21. Youths in the program provide litter pick-up in metro sites.

Significant Program Changes

Last Year this program was: FY 2021: 50031 Community Service

Due to the COVID -19 pandemic, services were temporarily suspended and which lead to a loss of revenue of \$234,029 in FY 2021. Contractual services was reduced by \$42,386. This loss of revenue led to a 0.34 FTE Community Justice Manager funding in which DCJ has submitted an out of constraint backfill (50031B) offer to supplement this loss of revenue.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$64,544 | \$0 |
| Total GF/non-GF | \$0 | \$0 | \$64,544 | \$0 |
| Program Total: | \$0 | | \$64,544 | |
| Program FTE | 0.00 | 0.00 | 0.34 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 50031 Community Service

In FY 2022, 0.34 FTE community justice manager is backfilled with County General Funds. Due to COVID-19, there is a loss of revenue with our governmental partners of approximately \$90,121. The predominant revenue loss is from the City of Portland.

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 Black and African American men and women returning to their communities from prison and placed on supervision are over represented in the criminal justice system. Department of Community Justice (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

DCJ works with culturally responsive providers who have demonstrated effectiveness in improving outcomes for Black and African American justice-involved individuals (JIIs) in the areas of education, employment, culturally responsive cognitive behavioral therapy and family stability. This target population is under supervision with the African American Program (AAP) and Gang Unit. Providers engage in cognitive behavior therapy, peer support, parenting, employment, and educational services designed to change criminal thinking and behaviors.

Cognitive interventions seek to identify and change criminal thinking errors and emotional responses. This involves helping individuals develop skills for modifying thoughts and beliefs as well as exploring consequences. The provider utilizes peer supports to assist JIIs 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.

JIIs in this program are classified as high risk based on risk assessment scores. 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.

The COVID-19 pandemic impacted operations beginning in March 2020. PPOs have limited in person visits to address immediate public safety concerns and address high risk behaviors. They maintain contact with justice-involved individuals via phone or other virtual options. Regular in person meetings will resume in FY 2022 when it is safe to do so.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of adults served annually in the gang unit | 387 | NA | 375 | 425 |
| Outcome | Percent of adults convicted of a misd. or felony within 1 year of supervision start date | 14% | 15% | 15% | 15% |
| Output | Number of adults served annually in the African American Program | 88 | NA | 75 | 100 |

Performance Measures Descriptions

Measures 1 and 3: FY 2020 Actual and FY 2021 Estimate have been significantly affected by COVID-19. DCJ anticipates numbers will return to normal in FY 2022, as vaccine rollout completes in Summer 2021 and when court backlogs are resolved.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$277,648 | \$1,354,903 | \$417,787 | \$1,388,014 |
| Contractual Services | \$672,618 | \$227,131 | \$555,080 | \$138,466 |
| Materials & Supplies | \$4,576 | \$7,650 | \$4,576 | \$9,803 |
| Internal Services | \$6,669 | \$234,670 | \$0 | \$234,296 |
| Total GF/non-GF | \$961,511 | \$1,824,354 | \$977,443 | \$1,770,579 |
| Program Total: | \$2,785,865 | | \$2,748,022 | |
| Program FTE | 2.00 | 9.00 | 3.00 | 9.00 |

| Program Revenues | | | | |
|----------------------|------------|--------------------|------------|--------------------|
| Intergovernmental | \$0 | \$1,824,354 | \$0 | \$1,770,579 |
| Total Revenue | \$0 | \$1,824,354 | \$0 | \$1,770,579 |

Explanation of Revenues

This program generates \$234,296 in indirect revenues. County General Fund plus 1) \$1,636,810 State Department of Corrections SB1145. Funding per Governor’s budget. FY 2022 is 49% allocation for the 1st year of 2021-2023 biennium budget. Funding supports supervision of justice-involved individuals, services, and local sanctions meeting requirements of ORS 423.525. 2) \$133,769 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 expanding the Habitation, Empowerment, Accountability Therapy (HEAT) curriculum. Award 10/01/2018 - 9/30/2021, expect a no-cost extension in FY 2022.

Significant Program Changes

Last Year this program was: FY 2021: 50032 Adult Gang and African American Program

Contractual services had a net reduction of \$206,203 consisting of professional services \$6,155 and contract reductions of \$200,048.

In FY 2022 there were program changes due to reallocation expired contract funds from the GIFT program (Adult Gang) to develop additional resources in the African American Program (AAP). This includes funding 1.00 FTE parole probation officer.

Program changes: AAP will be expanded to an additional three DOC institutions and offered to those inmates that are eligible. HEAT groups would be offered in the additional institutions. AAP would be expanded to include an additional PPO to accommodate the additional clients and client benefits for emergency assistance. Funding was also added for HEAT incentives. Clients will be financially incentivized to participate and successfully complete the HEAT curriculum.

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 adheres to evidence-based risk principles to determine supervision levels ensuring resources are targeted to the highest risk. Multnomah County receives a large number of high risk individuals and is still able to produce lower recidivism rates for these cases compared to the state average. 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 evidence-based strategies to identify criminogenic risk factors 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. They also integrate trauma informed practices and brain science into their daily work. 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. The risk of these individuals committing new crimes is reduced when evidence-based supervision is in place and monitored. MMP is instrumental in holding bench probation clients accountable. 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.

The COVID-19 pandemic impacted operations beginning in March 2020. PPOs have limited in person visits to address immediate public safety concerns and address high risk behaviors. They maintain contact with justice-involved individuals via phone or other virtual options. Regular in person meetings will resume in FY 2022 when it is safe to do so.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of high risk adults supervised annually in East Program | 3,911 | 4,500 | 4,000 | 4,500 |
| Outcome | Percent of adults who are convicted of a misd. or felony within 1 year of supervision start date | 9% | 10% | 10% | 10% |

Performance Measures Descriptions

Measure 1: FY 2020 Actual and FY 2021 Estimate have been significantly affected by COVID-19. DCJ anticipates numbers will return to normal in FY 2022, as vaccine rollout completes in Summer 2021 and when court backlogs are resolved.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,786,226 | \$1,512,936 | \$1,976,764 | \$1,691,309 |
| Contractual Services | \$1,208 | \$410,541 | \$1,208 | \$361,085 |
| Materials & Supplies | \$1,248 | \$9,378 | \$2,028 | \$8,503 |
| Internal Services | \$179,581 | \$262,041 | \$198,825 | \$285,493 |
| Total GF/non-GF | \$1,968,263 | \$2,194,896 | \$2,178,825 | \$2,346,390 |
| Program Total: | \$4,163,159 | | \$4,525,215 | |
| Program FTE | 12.57 | 9.93 | 13.50 | 10.00 |

| Program Revenues | | | | |
|-------------------------|------------|--------------------|------------|--------------------|
| Fees, Permits & Charges | \$0 | \$122,062 | \$0 | \$0 |
| Intergovernmental | \$0 | \$2,072,834 | \$0 | \$2,346,390 |
| Total Revenue | \$0 | \$2,194,896 | \$0 | \$2,346,390 |

Explanation of Revenues

This program generates \$285,493 in indirect revenues. County General Fund plus 1) \$1,982,518 State Department of Corrections SB1145 funding per the Governor's budget. Funding supports supervision of justice-involved individuals, services, and local sanctions meeting requirements of ORS 423.525. FY 2022 is 49% allocation for the 1st year of 2021-2023 biennium budget 2) \$363,872 Oregon Criminal Justice Commission, Specialty Court Grant supports the Multnomah County DUII Court, DUII Intensive Supervision Program (DISP) with the goal of providing the opportunity to divert justice-involved individuals from prison. Expect biennium 2019-2021 grant funding level to be the same for 2021-2023 biennium. FY 2022 is 49% allocation for the 1st year of 2021-2023 biennium budget.

Significant Program Changes

Last Year this program was: FY 2021: 50033 Adult Field Supervision - East

1.00 FTE parole probation officer was transferred from West Supervision (50023) via Internal budget modification DCJ-002-21 in FY 2021.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$3,399,240 | \$1,163,373 | \$3,526,466 | \$1,431,337 |
| Total GF/non-GF | \$3,399,240 | \$1,163,373 | \$3,526,466 | \$1,431,337 |
| Program Total: | \$4,562,613 | | \$4,957,803 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|--------------------|
| Intergovernmental | \$0 | \$0 | \$0 | \$1,431,337 |
| Total Revenue | \$0 | \$0 | \$0 | \$1,431,337 |

Explanation of Revenues

County General Fund plus 1) \$336,252 Oregon Criminal Justice Commission, Justice Reinvestment Initiative grant per the Governor's budget. Funding provides assistance in reducing recidivism, decreasing prison use, saving prison costs, protecting the public and holding justice involved-individuals (JIIs) accountable. FY 2022 is 49% allocation for the 1st year of 2021-2023 biennium budget 2) \$1,091,620 State Dept. of Corrections SB1145 funding per the Governor's budget. Funding supports supervision of JIIs, services, and local sanctions meeting requirements of ORS 423.525. FY 2022 is 49% allocation for 1st year of 2021-2023 3) \$3,465 US DOJ BJA SMART Reentry grant. Grant focuses on successful reentry from incarceration into the community. Award ends 09/30/2020 with an approved no-cost extension to 09/30/2021.

Significant Program Changes

Last Year this program was: FY 2021: 50021B Assessment and Referral Center - Housing

Contractual services- increase in general fund due to annual COLA increase of \$89,181 In FY 2022. Net increase in other funds of \$267,964 which consist of 1) HB3194 funding added \$336,252 2) Wraps Grant funding added \$3,465 3) Doc Subsidy reduction \$71,753.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$377,990 | \$0 | \$385,172 | \$0 |
| Total GF/non-GF | \$377,990 | \$0 | \$385,172 | \$0 |
| Program Total: | \$377,990 | | \$385,172 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2021: 50021C Pretrial Services Expansion

Contract: FTS Contract transferred from JOHS Diversion Program (30500) - \$197,990

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$136,683 | \$0 | \$147,177 | \$0 |
| Total GF/non-GF | \$136,683 | \$0 | \$147,177 | \$0 |
| Program Total: | \$136,683 | | \$147,177 | |
| Program FTE | 1.00 | 0.00 | 1.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2021: 50036 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.

The COVID-19 pandemic impacted operations beginning in March 2020. PPOs have limited in person visits to address immediate public safety concerns and address high risk behaviors. They maintain contact with justice-involved individuals via phone or other virtual options. Regular in person meetings will resume in FY 2022 when it is safe to do so.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of adults served annually | 204 | 200 | 175 | 175 |
| 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

New changes to risk tool are likely to classify fewer sex offense JILs as low risk in upcoming years.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$251,763 | \$174,365 | \$93,658 |
| Internal Services | \$0 | \$43,606 | \$0 | \$15,809 |
| Total GF/non-GF | \$0 | \$295,369 | \$174,365 | \$109,467 |
| Program Total: | \$295,369 | | \$283,832 | |
| Program FTE | 0.00 | 2.00 | 1.14 | 0.86 |

| Program Revenues | | | | |
|----------------------|------------|------------------|------------|------------------|
| Intergovernmental | \$0 | \$295,369 | \$0 | \$109,467 |
| Total Revenue | \$0 | \$295,369 | \$0 | \$109,467 |

Explanation of Revenues

This program generates \$15,809 in indirect revenues.

County General Fund plus \$109,467 from State Department of Corrections SB1145, funding per Governor’s budget. Funding supports supervision of justice-involved individuals, services, and local sanctions meeting requirements of ORS 423.525. FY 2022 is 49% allocation for the 1st year of 2021-2023 biennium budget.

Significant Program Changes

Last Year this program was: FY 2021: 50037 Adult Sex Offense Reduced Supervision (SORS)

Position 705467 (Corrections Tech-.14 FTE) backfilled with General Funds from the SB1145 budget
 Position 701996 (PPO- 1.00 FTE) backfilled with General Funds from the SB1145 budget

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 restorative and reformation opportunities, and promote equitable and fair approaches to public safety. Juvenile Services Management leads, supports and monitors delinquency prevention and early intervention, informal supervision, formal probation supervision, accountability, community engagement, detention alternatives 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 – Provides intake/assessment, prevention/early intervention, diversion and informal supervision, adjudication, probation supervision, sanctioning, and 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 56-bed facility operates 24 hours a day, 7 days a week and serves tri-county youth awaiting subsequent court hearings (including youth who are waived to adult criminal court), 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, reducing reliance on detention, promoting youth and family voice in system reforms, and enhancing multi-system integration. Holds youth accountable through a Restorative Dialogue program and protects public safety through shelter care and other detention alternative interventions.
- 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 between JSD and the family and juvenile court judiciary, advocates and implements best practices, staffs judicial meetings, and partners with the Chief Family Law Judge as a point of contact for child welfare and juvenile justice reform.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of juvenile criminal referrals received annually | 1,162 | 1,200 | 1,100 | 1,200 |
| Outcome | Percent of youth that had one or more subsequent adjudications within 1 year post disposition | 23% | 25% | 23% | 25% |

Performance Measures Descriptions

Measure 2 Changed: Refined Recidivism Definition

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,339,485 | \$21,334 | \$1,396,853 | \$25,873 |
| Contractual Services | \$155,335 | \$16,780 | \$164,335 | \$16,780 |
| Materials & Supplies | \$125,495 | \$32,683 | \$125,514 | \$31,151 |
| Internal Services | \$655 | \$2,133 | \$0 | \$2,803 |
| Total GF/non-GF | \$1,620,970 | \$72,930 | \$1,686,702 | \$76,607 |
| Program Total: | \$1,693,900 | | \$1,763,309 | |
| Program FTE | 6.88 | 0.12 | 6.88 | 0.12 |

| Program Revenues | | | | |
|-----------------------|------------|-----------------|------------|-----------------|
| Intergovernmental | \$0 | \$72,930 | \$0 | \$51,607 |
| Other / Miscellaneous | \$0 | \$0 | \$0 | \$25,000 |
| Total Revenue | \$0 | \$72,930 | \$0 | \$76,607 |

Explanation of Revenues

This program generates \$2,803 in indirect revenues.

1) County General Fund 2) \$25,000 Annie E. Casey Foundation to sustain and deepen juvenile justice and detention reforms. Amount includes carryover from FY 2021 of \$12,500 3) \$51,607 US DOJ OJJDP Juvenile Justice Emergency Planning Demonstration Program. Award 10/01/17 - 09/30/19 with an approved second no-cost extension ending on 09/30/21. This grant funds the development of an emergency plan for the County Juvenile Detention Facility.

Significant Program Changes

Last Year this program was: FY 2021: 50050A Juvenile Services Management

FY2022 - reclassified sr. manager to manager 2

Contracts: temp budget increased by \$25,135 to be used for training.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,185,465 | \$0 | \$1,103,686 | \$0 |
| Contractual Services | \$13,500 | \$0 | \$13,500 | \$0 |
| Materials & Supplies | \$49,975 | \$0 | \$23,806 | \$0 |
| Internal Services | \$1,290,858 | \$0 | \$1,386,968 | \$10,000 |
| Total GF/non-GF | \$2,539,798 | \$0 | \$2,527,960 | \$10,000 |
| Program Total: | \$2,539,798 | | \$2,537,960 | |
| Program FTE | 11.00 | 0.00 | 10.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|-----------------|
| Intergovernmental | \$0 | \$0 | \$0 | \$10,000 |
| Total Revenue | \$0 | \$0 | \$0 | \$10,000 |

Explanation of Revenues

County General Fund plus \$10,000 of the Coronavirus Emergency Supplemental Funding grant from Federal Bureau of Justice Assistance through the Oregon Criminal Justice Commission. Grant may only be used for restricted eligible costs, which are listed in the grant agreement. Total funding is \$1,799,518 from 01/20/2020 - 01/19/2022, and is allocated to several county departments.

Significant Program Changes

Last Year this program was: FY 2021: 50051 Juvenile Services Support

1.00 FTE clerical unit coordinator was cut via State Funding reduction budget modification DCJ-007-21 in FY 2021.

Supplies decreased - Ricoh copier rentals moved to BAT program.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Internal Services | \$0 | \$0 | \$204,000 | \$0 |
| Total GF/non-GF | \$0 | \$0 | \$204,000 | \$0 |
| Program Total: | \$0 | | \$204,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

General Fund

Significant Program Changes

Last Year this program was:

In FY 2022, DCJ allocated \$204,000 of one time only funding for the Juvenile Justice Complex (JJC) detention refurbish of pod B.

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 have been available at the Juvenile Court and East County Courthouse in order to better serve the residents of East Multnomah County. The COVID-19 pandemic impacted operations beginning in March 2020. FCS staffs have shifted to providing services virtually. In person services will resume when it is safe to do so. Virtual options may still be available and staff will assess where best to offer services.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Percent of individuals satisfied with parent education classes | 89% | 90% | 90% | 90% |
| Outcome | Percent of individuals satisfied with process of mediation | NEW | NEW | 75% | 75% |

Performance Measures Descriptions

Measure 2: Changed due to program changes caused by COVID-19. Previous measure was "Percent of custody/parenting time evaluations resulting in settlement." The FY 2020 Actual would have been 90%.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$417,036 | \$711,818 | \$509,879 | \$685,475 |
| Contractual Services | \$0 | \$62,684 | \$0 | \$63,684 |
| Materials & Supplies | \$320 | \$22,990 | \$2,340 | \$17,756 |
| Internal Services | \$0 | \$272,412 | \$0 | \$270,416 |
| Total GF/non-GF | \$417,356 | \$1,069,904 | \$512,219 | \$1,037,331 |
| Program Total: | \$1,487,260 | | \$1,549,550 | |
| Program FTE | 2.96 | 6.04 | 3.72 | 5.28 |

| Program Revenues | | | | |
|-------------------------|------------|--------------------|------------|--------------------|
| Fees, Permits & Charges | \$0 | \$989,354 | \$0 | \$952,266 |
| Intergovernmental | \$0 | \$80,550 | \$0 | \$85,065 |
| Total Revenue | \$0 | \$1,069,904 | \$0 | \$1,037,331 |

Explanation of Revenues

This program generates \$115,708 in indirect revenues. County General Fund plus 1) \$778,354 in state funding for conciliation & mediation services expect continued funding at current level. State allocation is formula base 2) \$61,641 Conciliation Services fee \$10 collected as part of \$60 marriage license fees 3) \$2,400 Child Custody Evaluation Case-Opening Fees. Fees are published in the FY 2022 Master Fee Schedule & 70% of clients qualify for a waiver 4) \$109,871 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) \$85,065 Access & Visitation grant from US Dept. of Health and Human Services. Funding provides access & visitation services to non-custodial parents who are having difficulty establishing visitation and a legally enforceable parenting plan. Expect FY 2021 funding will continue in FY 2022.

Significant Program Changes

Last Year this program was: FY 2021: 50052 Family Court Services

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

Executive Summary

The Courtyard Cafe provides a valuable service for visitors, Juvenile Justice partners, and staff at the Juvenile Justice Complex. The Courtyard Cafe serves breakfast and lunch daily Monday through Friday. There are limited other 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 hearings.

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 receive vocational training and experience in cooking and baking.

The COVID-19 pandemic impacted operations beginning in March 2020. While the Juvenile Justice Complex did remain open, fewer staff worked in the building impacting demand for food service. Regular food service continued to serve the remaining staff but it did transition to take out service only.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Average number of Courtyard Cafe transactions per day | 130 | 150 | 20 | 150 |
| Outcome | Amount of annual revenue earned | \$198,559 | \$130,000 | \$30,000 | \$150,000 |

Performance Measures Descriptions

Measures 1 and 2: FY 2020 Actual and FY 2021 Estimate have been significantly affected by COVID-19. DCJ anticipates numbers will return to normal in FY 2022, as vaccine rollout completes in Summer 2021 and when court backlogs are resolved. Measure 2: FY 2019 Actual was reported inaccurately last year and only included café revenue. Therefore, while FY 2020 Actual appears to have increased in revenue, it actually decreased as a result of COVID-19.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$279,357 | \$0 | \$292,159 | \$0 |
| Contractual Services | \$8,322 | \$0 | \$8,322 | \$0 |
| Materials & Supplies | \$97,518 | \$0 | \$100,936 | \$0 |
| Internal Services | \$21,912 | \$0 | \$23,409 | \$0 |
| Total GF/non-GF | \$407,109 | \$0 | \$424,826 | \$0 |
| Program Total: | \$407,109 | | \$424,826 | |
| Program FTE | 3.20 | 0.00 | 3.20 | 0.00 |

| Program Revenues | | | | |
|-----------------------|------------------|------------|------------------|------------|
| Other / Miscellaneous | \$217,649 | \$0 | \$126,334 | \$0 |
| Total Revenue | \$217,649 | \$0 | \$126,334 | \$0 |

Explanation of Revenues

County General Fund includes revenue of \$114,953 in Courtyard Café sales and \$11,381 in Catering sales. FY 2022 budget is based on average of FY 2019 and FY 2020 actuals. Catering sales support youth in the Culinary Arts Youth Program. The Program is job readiness training for youths who are interested in a career in the food service industry. Youths learn dependability, responsibility and teamwork while working in a commercial kitchen.

Significant Program Changes

Last Year this program was: FY 2021: 50053 Courtyard Cafe and Catering

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

Executive Summary

Juvenile Detention protects the community by holding youth in custody when they are awaiting a hearing and have been determined to be a serious risk to public safety and/or are high risk to not appear for court. In FY 2020, over 500 youth were brought to Juvenile Detention for intake screening. This offer funds 40 of the 56 beds required to meet the County's daily detention needs.

Program Summary

Though originally constructed with 191 beds, only 56 beds are needed to meet the Metro Region's daily detention needs. Clackamas and Washington Counties will contract for a total of 27 beds. The remaining 29 beds will house high risk Multnomah County youth who are not appropriate for community placement. Of those 56 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 40 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.

This offer represents a reduction of 8 beds. Due to the COVID-19 pandemic, juvenile justice partners worked together to decrease the number of youth placed in detention in an effort to prevent the spread of the virus. This provided the juvenile justice system an opportunity to operate significantly below capacity while finding alternatives to detention without impacting public safety. This 8 bed reduction allows for the system to continue working together to find community alternatives to detention. Black, African American, and Latinx youth are overrepresented in detention. Less detention resources may force the public safety system to create other, more appropriate and culturally responsive alternatives to detention that will benefit these youth.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of days in which the detention population did not exceed funded bed capacity | 366 | 350 | 365 | 365 |
| Outcome | Number of days annually without use of physical or mechanical restraints applied to detained youth | 297 | 300 | 300 | 300 |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$7,390,904 | \$0 | \$7,370,579 | \$0 |
| Contractual Services | \$5,461 | \$0 | \$5,461 | \$0 |
| Materials & Supplies | \$146,903 | \$136,905 | \$131,112 | \$163,754 |
| Internal Services | \$1,374,161 | \$0 | \$1,473,474 | \$0 |
| Capital Outlay | \$11,000 | \$0 | \$11,000 | \$0 |
| Total GF/non-GF | \$8,928,429 | \$136,905 | \$8,991,626 | \$163,754 |
| Program Total: | \$9,065,334 | | \$9,155,380 | |
| Program FTE | 53.40 | 0.00 | 52.40 | 0.00 |

| Program Revenues | | | | |
|----------------------|--------------------|------------------|--------------------|------------------|
| Intergovernmental | \$3,580,650 | \$136,905 | \$3,212,433 | \$163,754 |
| Total Revenue | \$3,580,650 | \$136,905 | \$3,212,433 | \$163,754 |

Explanation of Revenues

County General Fund plus 1) \$144,412 US Dept. of Agriculture through Oregon Dept. Education for youth qualify for school breakfast & lunch programs; \$51,848/breakfast & \$92,564/lunch. Budget based per average of prior 2 years actuals 2) \$3,212,433 per IGAs with Clackamas County (13 beds), and Washington County (14 beds), respectively through FY 2022 with bed day rate \$336.34. Budget also includes the deduction of \$102,198 for county Health dept.'s providing healthcare to detention individuals 3) \$19,342 ODE to buy from Oregon producers as listed in the award. Funding pays for costs incurred in the Child and Adult Care Food Program. Expect FY 2021 award will continue through FY 2022.

Significant Program Changes

Last Year this program was: FY 2021: 50054A Juvenile Detention Services - 48 Beds

1.00 FTE juvenile custody services specialist was cut for FY 2022.

In FY 2022, the Juvenile Detention Center will reduce its bed capacity by 8 beds. The Juvenile Services Division (JSD) continues to reduce reliance on secured detention and has operated significantly below capacity this past year. COVID-19 has provided our juvenile justice system an opportunity to continue to find alternatives to detention without impacting public safety.

In FY 2022, Washington County reduced their detention beds from 17 to 14 for a total revenue reduction of \$368,292. This revenue was backfilled with County General Funds.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,227,594 | \$0 | \$388,027 | \$765,493 |
| Materials & Supplies | \$29,700 | \$0 | \$27,824 | \$0 |
| Internal Services | \$0 | \$0 | \$0 | \$76,549 |
| Total GF/non-GF | \$1,257,294 | \$0 | \$415,851 | \$842,042 |
| Program Total: | \$1,257,294 | | \$1,257,893 | |
| Program FTE | 9.00 | 0.00 | 1.51 | 6.49 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------------|
| Intergovernmental | \$0 | \$0 | \$0 | \$842,042 |
| Total Revenue | \$0 | \$0 | \$0 | \$842,042 |

Explanation of Revenues

This program generates \$76,549 in indirect revenues.

County General Fund, plus \$842,042 Oregon Youth Authority Juvenile Crime Prevention Basic to prevent the highest risk youth offenders from re-offending.

Significant Program Changes

Last Year this program was: FY 2021: 50054B Juvenile Detention Services - 16 Beds

1.00 juvenile custody services specialist was cut for FY 2022. This reduction is related to the overall 8 bed detention reduction.

Personnel expenses - In FY 2022, DCJ shifted spending of JCP funding on personnel expenses for efficient State reporting. This shift is allowable under the Oregon Youth Authority funding guidelines.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$100,421 | \$0 |
| Total GF/non-GF | \$0 | \$0 | \$100,421 | \$0 |
| Program Total: | \$0 | | \$100,421 | |
| Program FTE | 0.00 | 0.00 | 1.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was:

In FY 2022, add 1.00 FTE juvenile custody services specialist.

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 consists 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 such as CMP which use the least restrictive means possible to ensure youth who are pending a court process do not reoffend or fail to appear for their hearing. Without a range of alternatives to detention, Multnomah County JSD would detain significantly more youth per year.

The COVID-19 pandemic has impacted the operations of this program. Beginning in March 2020, in person visits were limited which will likely impact the future outcomes related to youth successfully completing the program. In addition, the pandemic caused an increase in utilization of this program as it serves as an alternative to detention. In an effort to respond to the pandemic, juvenile justice system partners worked together to find community alternatives to detention, such as CMP.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of youth referrals | 269 | 250 | 260 | 250 |
| Outcome | Percent of youth who attend their court appearance | 99% | 98% | 98% | 98% |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$216,829 | \$419,715 | \$204,381 | \$442,435 |
| Total GF/non-GF | \$216,829 | \$419,715 | \$204,381 | \$442,435 |
| Program Total: | \$636,544 | | \$646,816 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------------|------------|------------------|
| Intergovernmental | \$0 | \$419,715 | \$0 | \$442,435 |
| Total Revenue | \$0 | \$419,715 | \$0 | \$442,435 |

Explanation of Revenues

County General Fund, plus \$442,435 from Oregon Youth Authority (OYA) Gang Transition Services. Funding provides services designed to impact youth gang involvement and to decrease minority youth commitment to OYA institutions. Biennium 2021-2023 award per 2021-23 OYA Proposed County Funding. FY 2022 is 49% allocation for the 1st year of 2021-2023 biennium budget.

Significant Program Changes

Last Year this program was: FY 2021: 50055 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 Black, African American and Latinx. By placing these youth in culturally appropriate community settings (short-term shelter care or treatment foster care), fewer youth of color are confined in detention. Juvenile shelter and residential placements additionally save the County money by avoiding more costly detention 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 detention pre-adjudication. 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 such as family violence, is eligible for custody. Further stipulated in this statute are mandates that require 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 shelter care, 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 Black, African American, or Latinx. 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of youth intakes | 53 | 70 | 55 | 60 |
| Outcome | Percent of youth who do not leave the shelter during their placement | 79% | 80% | 80% | 80% |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$262,478 | \$505,815 | \$286,855 | \$532,252 |
| Total GF/non-GF | \$262,478 | \$505,815 | \$286,855 | \$532,252 |
| Program Total: | \$768,293 | | \$819,107 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------------|------------|------------------|
| Intergovernmental | \$0 | \$271,175 | \$0 | \$353,911 |
| Service Charges | \$0 | \$234,640 | \$0 | \$178,341 |
| Total Revenue | \$0 | \$505,815 | \$0 | \$532,252 |

Explanation of Revenues

County General Fund plus 1) \$353,911 Oregon Youth Authority (OYA) Gang Transition Services. Funding provides services designed to impact youth gang involvement and decrease BIPOC youth commitment to OYA institutions through short-term shelter and residential placements. Biennium 2021-2023 budget per 2021-23 OYA Proposed County Funding. FY 2022 is 49% allocation for the 1st year of 2021-2023 biennium budget. 2) \$178,341 Oregon Health Authority, Medical Assistance Programs to provide intensive rehabilitation services to Medicaid eligible youth who are authorized to receive Behavior Rehabilitation Services (BRS). Two providers are contracted by the County to provide services.

Significant Program Changes

Last Year this program was: FY 2021: 50056 Juvenile Shelter & Residential Placements

This program offer has a matching General fund budget of \$70,354 for Medicaid Leveraging for JII youth who are authorized to receive Behavior Rehabilitation Services (BRS). Medicaid leveraging is when a Medicaid provider submits claims to a state Medicaid agency (Oregon Health Authority) to collect federal medical assistance dollars for services provided. This is referred to as Federal Financial Participation (FFP). The federal dollars are a percentage of the Medicaid payment referred to as the Federal Medical Assistance Percentages (FMAP).

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,500,782 | \$0 | \$1,405,966 | \$0 |
| Contractual Services | \$6,144 | \$0 | \$6,144 | \$0 |
| Materials & Supplies | \$4,947 | \$0 | \$4,947 | \$0 |
| Internal Services | \$24,321 | \$0 | \$21,398 | \$0 |
| Total GF/non-GF | \$1,536,194 | \$0 | \$1,438,455 | \$0 |
| Program Total: | \$1,536,194 | | \$1,438,455 | |
| Program FTE | 11.00 | 0.00 | 10.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2021: 50057 Juvenile Intake, Assessment, Informal & Adjudication (IAIA)

- (1.00) FTE Juvenile Counselor was cut via State Funding reduction budget modification DCJ-007-21 in FY 2021.
- 1.00 FTE Juvenile Counselor was transferred from Juvenile Field Probation (50058) in FY 2021.
- (1.00) FTE Juvenile Counselor was transferred to CIS (50066).

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

Executive Summary

Juvenile Field Probation (JFP) services are divided into 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, restorative opportunities, skill building, mentoring, and positive developmentally appropriate activities.

Program Summary

Juvenile Court Counselors (JCC) develop probation case plans, enforce court ordered conditions, and address victim restitution and restoration. In addition to holding youth accountable for repairing harm, JCC's coordinate treatment (e.g. mental health and substance abuse) and interventions designed to address and prevent further delinquent behavior. Skill building, mentoring, educational advocacy, and the incorporation of pro-social developmentally-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 and positive youth development 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. JCCs refer youth to interventions including intensive family based counseling, specialized youth treatment, culturally appropriate services, job readiness and employment opportunities, positive peer influences, and community support systems.

JCCs are an integral member of the Community Healing Initiative (CHI), which uses an interdisciplinary, culturally specific 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.

The COVID-19 pandemic impacted operations beginning in March 2020. Juvenile court counselors have suspended non essential home visits and utilize Skype, Facetime and phone check-ins with justice involved youth and their families. They continue to provide in-person supervision to youth whose behavior presents a high risk to community safety. Regular in person meetings will resume in FY 2022 when it is safe to do so.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of youth on probation served annually | 503 | 500 | 500 | 500 |
| Outcome | Percent of youth who did not receive a new adjudication within 1 year post disposition | 82% | 80% | 80% | 80% |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,630,720 | \$1,307,180 | \$2,210,568 | \$649,694 |
| Contractual Services | \$66,505 | \$126,000 | \$66,505 | \$61,740 |
| Materials & Supplies | \$9,986 | \$0 | \$9,466 | \$0 |
| Internal Services | \$61,706 | \$194,995 | \$64,201 | \$64,971 |
| Total GF/non-GF | \$1,768,917 | \$1,628,175 | \$2,350,740 | \$776,405 |
| Program Total: | \$3,397,092 | | \$3,127,145 | |
| Program FTE | 12.23 | 9.77 | 15.36 | 4.64 |

| Program Revenues | | | | |
|----------------------|------------|--------------------|------------|------------------|
| Intergovernmental | \$0 | \$1,628,175 | \$0 | \$776,405 |
| Total Revenue | \$0 | \$1,628,175 | \$0 | \$776,405 |

Explanation of Revenues

This program generates \$64,971 in indirect revenues. County General Fund plus 3 funds from the Oregon Youth Authority (OYA) for Juvenile Crime Prevention Diversion services Biennium (BI) 2021-2023 budget per 2021-23 OYA Proposed County Funding. FY 2022 is 49% allocation for the 1st year 2021-2023 BI budget 1) \$302,482 funding provides treatment services for substance abuse and mental health 2) \$282,442 funding provides treatment services for female youths with a Class A misdemeanor or a more serious act of delinquency 3) \$129,741 funding provides juvenile sex supervision and treatment services 4) \$61,740 OYA Flex Fund grant. Funding provides services tailored to meet individual needs and case plans of youth offenders. Expect BI 2019-2021 funding level to continue through 2021-2023 biennium. FY 2022 is 49% allocation for 1st year of 2021-2023 BI budget.

Significant Program Changes

Last Year this program was: FY 2021: 50058 Juvenile Field Probation

- 1.00 juvenile counselor assistant was cut via State Funding reduction budget modification DCJ-007-21.
- 1.00 juvenile counselor was transferred to Intake and Assessment (50057) in FY 2021.

Personnel Services - In FY 2022, DCJ reallocated spending of the Oregon Youth Authority revenue funding to prioritize funding community contracts (50065) rather than personnel expenses (50058). The General Fund increased in (50058) and decreased in (50065) due to this reallocation. This shift is allowable under the Oregon Youth Authority funding guidelines.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$564,851 | \$1,581,019 | \$1,839,043 | \$393,153 |
| Contractual Services | \$143,851 | \$30,751 | \$159,422 | \$1,000 |
| Materials & Supplies | \$12,509 | \$0 | \$5,073 | \$0 |
| Internal Services | \$255,420 | \$193,121 | \$273,659 | \$66,365 |
| Total GF/non-GF | \$976,631 | \$1,804,891 | \$2,277,197 | \$460,518 |
| Program Total: | \$2,781,522 | | \$2,737,715 | |
| Program FTE | 2.76 | 13.24 | 13.02 | 2.98 |

| Program Revenues | | | | |
|----------------------|------------|--------------------|------------|------------------|
| Intergovernmental | \$0 | \$1,242,619 | \$0 | \$0 |
| Service Charges | \$0 | \$562,272 | \$0 | \$460,518 |
| Total Revenue | \$0 | \$1,804,891 | \$0 | \$460,518 |

Explanation of Revenues

This program generates \$66,365 in indirect revenues. County General Fund plus 1) 198,622 Oregon Health Authority, Medical Assistance Programs provides intensive rehabilitation services to Medicaid eligible youth who are authorized for Behavior Rehabilitation Services (BRS). Budget per average of 3 years (actuals FY 2019 & 2020, FY 2021 current year estimate) 2) \$135,397 IGA Oregon Dept. of Human Services ends 06/30/2022. Cost reimbursement. Funding provides 4 A&E beds to youths exhibiting debilitating psychosocial, emotional and behavioral disorders and have been authorized to receive BRS 3) \$126,499 IGA Clackamas County. Funding provides 2 A&E beds for Clackamas youth requiring a staff-secured, out of home placement for assessment & evaluation, stabilization and transition planning. IGA ends 06/30/2021. Funding to continue in FY 2022.

Significant Program Changes

Last Year this program was: FY 2021: 50063 Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation

The program offer has a matching General fund budget of \$78,555 for Medicaid Leveraging for JII youth who are authorized to receive Behavior Rehabilitation Services (BRS). Medicaid leveraging is when a Medicaid provider submits claims to a state Medicaid agency (Oregon Health Authority) to collect federal medical assistance dollars for services provided. This is referred to as Federal Financial Participation (FFP). The federal dollars are a percentage of the Medicaid payment referred to as the Federal Medical Assistance Percentages (FMAP).

Contractual Services - reduction of psychiatric consultant professional fees of \$29,752 in other funds.
 Material & Supplies - Ricoh copier rental expense consolidated in the BAT program - \$7,436.

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, holistic, family-based, wraparound services to medium and high risk Black, African American, and Latinx 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, 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/gun violence. The majority of youth served by CHI are on probation to the Juvenile Court, though 20% of referrals can come from the community.

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 and parents receive culturally specific mentoring services from mentors with lived experience.

The goals of CHI are to prevent 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. CHI has a proven track record of preventing unnecessary and expensive placement in residential programs and confinement in correctional facilities.

The COVID-19 pandemic impacted the operations of this program. CHI providers shifted to virtual outreach and have developed creative ways to continue to stay engaged with the youth and their families.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of Black, African American, and Latinx youth referred through Juvenile service | 99 | 100 | 100 | 100 |
| Outcome | Percent of Black, African American, and Latinx youth who did not receive a new adjudication after entering services | 72% | 75% | 75% | 75% |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$1,815,405 | \$169,787 | \$1,046,133 | \$900,000 |
| Total GF/non-GF | \$1,815,405 | \$169,787 | \$1,046,133 | \$900,000 |
| Program Total: | \$1,985,192 | | \$1,946,133 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------------|------------|------------------|
| Intergovernmental | \$0 | \$169,787 | \$0 | \$900,000 |
| Total Revenue | \$0 | \$169,787 | \$0 | \$900,000 |

Explanation of Revenues

County General Fund plus \$900,000 Oregon Youth Authority Gang Transition Services. Biennium 2021-2023 budget per 2021-23 OYA Proposed County Funding. Funding provides culturally specific services to medium and high risk youth of color and their families to prevent youths from committing new crimes and penetrating further into the justice system. FY 2022 is 49% allocation for the 1st year of 2021-2023 biennium budget.

Significant Program Changes

Last Year this program was: FY 2021: 50065A Juvenile Community Healing Initiative (CHI)

Contractual Services - In FY 2022, DCJ reallocated spending of the Oregon Youth Authority revenue funding to prioritize funding community contracts rather than personnel expenses in program offer (50058). The General Fund budget decreased in (50065) and increased in (50058) due to this reallocation. This shift is allowable under the Oregon Youth Authority funding guidelines.

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

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

Related Programs:
Program Characteristics:

Executive Summary

This new funding will be used to expand the Community Healing Initiative (CHI) model to additional Black Indigenous People of Color (BIPOC) communities as part of a broad strategy to support real time response to community violence and other immediate needs. CHI provides culturally specific, holistic, family-based, wraparound services to medium and high risk justice-involved BIPOC youth and their families. CHI is a family and community-centered collaboration designed to stop youth violence in Multnomah County by addressing its root causes.

Program Summary

The Community Healing Initiative (CHI) is a community centered collaboration designed to decrease youth violence by providing community support to youth and families, helping to build a safe and thriving environment, and addressing root causes of violence such as poverty, racism, historical trauma, lack of educational success and generational influences. CHI targets supervision/suppression, intervention, and prevention strategies on the high-risk activities and behaviors of a small number of carefully selected families of probation youth who are likely to be involved in violent activities, specifically gun violence.

CHI is a unique program that works with key support systems including household members connected to the youth. Support and services are tailored to meet each family's individual needs and are integrated with supervision activities to reduce and prevent violence by increasing knowledge, skills and confidence to address the needs of high risk youth and their families. Additionally, once probation ends, the youth and family transition into the CHI community and services continue until the family has completed goals outlined in their success plan and/or has deemed they no longer want to work with CHI.

Utilizing intensive family support and intervention services, a youth, family, and community team plans and implements activities focused on positive youth development, family support and community protection, with activities organized in a coordinated, strengths-based, and family-focused process. CHI builds service capacity, promotes integrated case management, increases connection to ethnic communities in the metropolitan area, and augments community safety. The team focuses on impacts and sustainability of effort through family and community ownership and empowerment. Family service plans use evidenced-based and best practices that provide culturally specific services and encourage youth and family involvement. Family service plans address criminogenic needs that most closely link with recidivism and youth violence.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of African Immigrant/Refugee youth referred by Juvenile Services Division | NEW | NEW | NEW | 15 |
| Outcome | Percent of African Immigrant/Refugee youth who did not receive a new adjudication after entering CHI services | NEW | NEW | NEW | 75% |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$0 | \$250,000 | \$0 |
| Total GF/non-GF | \$0 | \$0 | \$250,000 | \$0 |
| Program Total: | \$0 | | \$250,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

General Fund

Significant Program Changes

Last Year this program was:

This is a expansion of the Community Healing Initiative (CHI) for for African Immigrant & Refugee Youth. These funds will be used as broad strategy to support real time response to community violence and other immediate needs.

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 the 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, prevent involvement in the juvenile justice system, restore victims, and reduce recidivism.

Program Summary

Community Interface Services (CIS) consists of the following:

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. Serves as a liaison between JSD and school districts to improve school connection for youth involved in the juvenile justice system. 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 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).

Diversion Juvenile Court Counselors - 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. Diversion 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.

Community Interface Services Office Assistant - Provides administrative and clerical support to the CIS Unit.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of youth and family connections made in the community for diversion from juvenile system | 724 | 550 | 550 | 550 |
| Outcome | Percent of youth on probation actively engaged in school | 89% | 90% | 90% | 90% |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$641,036 | \$338,327 | \$656,405 | \$194,543 |
| Contractual Services | \$71,395 | \$0 | \$72,185 | \$0 |
| Materials & Supplies | \$7,931 | \$0 | \$7,671 | \$0 |
| Internal Services | \$17,973 | \$38,594 | \$13,192 | \$19,454 |
| Total GF/non-GF | \$738,335 | \$376,921 | \$749,453 | \$213,997 |
| Program Total: | \$1,115,256 | | \$963,450 | |
| Program FTE | 4.50 | 2.50 | 4.65 | 1.35 |

| Program Revenues | | | | |
|----------------------|------------|------------------|------------|------------------|
| Intergovernmental | \$0 | \$376,921 | \$0 | \$213,997 |
| Total Revenue | \$0 | \$376,921 | \$0 | \$213,997 |

Explanation of Revenues

This program generates \$19,454 in indirect revenues.

County General Fund plus \$213,997 IGA with Oregon Dept. of Education, Youth Development Division Juvenile Crime Prevention program. Funding provides assessment, treatment, employment and educational skills to youth, and strengthens parenting skills of families and guardians of high risk youth to reduce recidivism and commitment to OYA institutions. Expect biennium 2019-2021 IGA funding level to be the same for 2021-2023 biennium. FY 2022 is 49% allocation for the 1st year of 2021-2023 biennium budget.

Significant Program Changes

Last Year this program was: FY 2021: 50066 Juvenile Community Interface Services

- 1.00 FTE juvenile counselor was transferred from Juvenile Adjudication (50057) in FY 2021.
- 1.00 FTE program specialist senior cut for FY 2022.
- 1.00 FTE program specialist seniors cut for FY 2022 due to the City of Portland funding cut in FY2021.

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 greatest racial and ethnic disparities in the Multnomah County juvenile justice system occurs at the point of referral from law enforcement. This data led JSD and our system partners to focus on and apply culturally-specific early intervention services. The Community Healing Initiative (CHI) Early Intervention and Prevention Programs are 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.

Program Summary

The Community Healing Initiative (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 youth who have committed lower level offenses that qualify for the CHI Early Intervention program are referred to community-based providers that offer risk and needs assessment, care coordination, prosocial 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 needs.

Also included is funding for the CHI Youth Gang Prevention Services provided by culturally specific organizations. 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. CHI Youth Gang Prevention Services focus on addressing these root causes for violence with gang impacted youth and their families. These services 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.

The COVID-19 pandemic impacted the operations of this program. CHI providers shifted to virtual outreach and have developed creative ways to continue to stay engaged with the youth and their families.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of CHI Early Intervention youth referred | 155 | 250 | 155 | 250 |
| Outcome | Percent of CHI Early Intervention youth engaging in community-based support services | 82% | 75% | 80% | 75% |
| Output | Number of youth who receive gang prevention services | 188 | 125 | 180 | 125 |

Performance Measures Descriptions

Measure 1, 2, and 3: FY 2020 Actual and FY 2021 Estimate have been significantly affected by COVID-19. DCJ anticipates numbers will return to normal in FY 2022, as vaccine rollout completes in Summer 2021 and when court backlogs are resolved.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$250,923 | \$281,611 | \$321,598 | \$220,000 |
| Total GF/non-GF | \$250,923 | \$281,611 | \$321,598 | \$220,000 |
| Program Total: | \$532,534 | | \$541,598 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------------|------------|------------------|
| Intergovernmental | \$0 | \$281,611 | \$0 | \$220,000 |
| Total Revenue | \$0 | \$281,611 | \$0 | \$220,000 |

Explanation of Revenues

County General Fund plus \$220,000 IGA with Oregon Department of Education, Youth Development Division, Juvenile Prevention program. Funding provides culturally specific prevention and intervention services to at risk youth or gang impacted youth and their families to prevent and reduce delinquency, address root causes, and enhance community safety and connection. Expect biennium 2019-2021 IGA funding level to be the same for 2021-2023 biennium. FY 2022 is 49% allocation for the 1st year of 2021-2023 biennium budget.

Significant Program Changes

Last Year this program was: FY 2021: 50065B CHI Early Intervention & Youth Gang Prevention Services

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$500,000 | \$0 | \$500,000 |
| Total GF/non-GF | \$0 | \$500,000 | \$0 | \$500,000 |
| Program Total: | \$500,000 | | \$500,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------------|------------|------------------|
| Intergovernmental | \$0 | \$500,000 | \$0 | \$500,000 |
| Total Revenue | \$0 | \$500,000 | \$0 | \$500,000 |

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$500,000

Significant Program Changes

Last Year this program was:

This program addresses Supporting people in or Care within the County priority areas.

These funds will be an expansion of existing services to assist JIIs with their housing needs. DCJ will be able to provide rent assistance and transitional housing in order to keep clients safe and be able to stay in their home. The estimated number of clients to be service is approximately 1600 annually.

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

Executive Summary

Funding from the American Rescue Plan will increase the capacity for Habilitation Empowerment Accountability Therapy (HEAT) program to be delivered to Black and African-American justice-involved individuals (JIIs). This funding will also support funding three community health specialists, departmental infrastructure to support ARP goals and one records technician position in the Victim and Survivor Services unit.

Program Summary

The HEAT curriculum is a culturally responsive cognitive behavioral intervention program designed to reflect and address the unique experiences and needs of participants. The ability to address antisocial thinking is an effective way to reduce recidivism especially as it relates to gun violence. This program will add more curriculum and capacity to provide in house/partner training.

This program offer will expand programming to 18-25 year old young men, providing community support and resources to Latinx and African Immigrant Community for those impacted by gang involvement and gun violence. This programming includes peer support, skill building, cognitive services and behavioral/culturally responsive services. This would provide opportunities to partner with national experts to build out culturally responsive programming for this population of justice involved individuals and further developing promising practices to work with underserved populations within the community.

This program offer will also fund a records technician in the Victim and Survivor Services unit to ensure compliance with Crime Victims' Rights. In FY 2020 victims/survivors who signed up for notification of rights increased by 60%.

This program offer will also fund a project manager to assist DCJ implement the American Relief Act programs, as well as assist the department as DCJ prepares to embrace the future of work due to COVID-19 impacts, reform efforts, enhanced collaborations to reduce gun violence and to maximize opportunities to inclusively lead with race.

Three Community Health Specialists will be hired to work in the Women's and Family unit in collaboration with the Health Department & DCHS to provide families with safety plans and trauma support for those who have felt the direct impacts of gun violence. Twenty-three of the last fifty-five homicides have had a nexus to DCJ adult and juvenile caseloads.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Total capacity of AAP and Heat Programs | N/A | N/A | N/A | 105 |
| Outcome | Percent of JIIs referred to wraparound services | N/A | N/A | N/A | 50% |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$0 | \$543,000 |
| Contractual Services | \$0 | \$0 | \$0 | \$730,000 |
| Total GF/non-GF | \$0 | \$0 | \$0 | \$1,273,000 |
| Program Total: | \$0 | | \$1,273,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|--------------------|
| Intergovernmental | \$0 | \$0 | \$0 | \$1,273,000 |
| Total Revenue | \$0 | \$0 | \$0 | \$1,273,000 |

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$1,273,000

Significant Program Changes

Last Year this program was:

This program addresses Crisis Response & Community Recovery response priority area. This program addresses expanding the depth and reach of County Services. There has been a continued increase in community and gun violence. DCJ's Gang and African American Program will use these funds to add capacity for the HEAT program that will be delivered to African-American JIIs. There will also be an expansion of programming to 18-25 year old men impacted by gun violence.

Limited duration staffing will be added to the department to provide families with safety plans and trauma support directly related to gun and domestic violence.

Lastly, DCJs departmental infrastructure will be enhanced via a project management position in order to move forward our plan.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Internal Services | \$0 | \$0 | \$0 | \$120,000 |
| Total GF/non-GF | \$0 | \$0 | \$0 | \$120,000 |
| Program Total: | \$0 | | \$120,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------------|
| Intergovernmental | \$0 | \$0 | \$0 | \$120,000 |
| Total Revenue | \$0 | \$0 | \$0 | \$120,000 |

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$120,000

Significant Program Changes

Last Year this program was:

This program addresses the Public Health emergency response priority area.

This program will continue with day porter services at the Juvenile Justice Complex (JJC). The COVID-19 pandemic has required an increased need for cleaning within the JJC common areas and JSD staff offices. These funds will ensure that we have the resources to continue the level of cleaning to address exposure to COVID-19 within our 24-7 facility. The East campus location will re-open to the public and there needs to be a consistent level of cleaning.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$0 | \$0 | \$20,000 |
| Total GF/non-GF | \$0 | \$0 | \$0 | \$20,000 |
| Program Total: | \$0 | | \$20,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|-----------------|
| Intergovernmental | \$0 | \$0 | \$0 | \$20,000 |
| Total Revenue | \$0 | \$0 | \$0 | \$20,000 |

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$20,000

Significant Program Changes

Last Year this program was:

This program addresses the Public Health emergency response priority area. The transport of JIIs releasing from releasing from an institution impacted by COVID-19 to the Voluntary Isolation Motels has been a large obstacle over the past year.

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

Executive Summary

Direct client assistance to serve our women, children, mental health clients and domestic violence survivors.

Program Summary

The Women's and Family Unit (WFSU) will use these funds to assist families with childcare, gift cards and emergency assistance, approximately 300 current DCJ women and their families. Education Support will also be provided as parents are struggling to meet the needs of their children's virtual education. There are various reasons for their struggle ranging from lack of skills and experience in home-schooling, lack of availability due to employment, and other barriers. These funds will be used to provide more and different types of assistance to include additional wrap around services such as tutoring and online academies or other services to support the children's education especially children who have special needs.

The Mental Health Unit (MHU) will continue to provide basic needs supplies to non-DCJ clients as well as justice-involved individuals (JIIs) such as blankets, socks, hygiene items, etc. These funds will support 5000 JIIs and extend outreach to Multnomah community members.

The Victim and Survivor Services Fund provides temporary emergency assistance to victims/survivors through direct support related to a survivor's safety or the safety of their children and/or provides support to a survivor directly related to the impact of a crime or circumstance of a crime. The pandemic has caused an increase in domestic violence. Lockdowns and pandemic-related economic impacts have exacerbated factors associated with domestic violence (i.e. increased unemployment, stress associated with childcare and homeschooling, and an increase in financial insecurity) as well as gun violence. The pandemic has also resulted in increased isolation for survivors of domestic violence that has made it more difficult for them to access supports and safety. These funds will support 40 clients and their families in meeting their immediate needs.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of contacts by Mental Health Unit outreach team (JIIs and community members) | N/A | N/A | N/A | 5,000 |
| Outcome | Percentage of JIIs in the Mental Health Unit who are engaged with supervision and services | N/A | N/A | N/A | 50% |
| Output | Number of JIIs served (WFSU) | N/A | N/A | N/A | 300 |
| Output | Number of domestic violence survivors served (Victim Services Unit) | N/A | N/A | N/A | 40 |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$15,000 | \$0 | \$220,000 |
| Materials & Supplies | \$0 | \$10,000 | \$0 | \$0 |
| Internal Services | \$0 | \$59,000 | \$0 | \$0 |
| Total GF/non-GF | \$0 | \$84,000 | \$0 | \$220,000 |
| Program Total: | \$84,000 | | \$220,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|-----------------|------------|------------------|
| Intergovernmental | \$0 | \$84,000 | \$0 | \$220,000 |
| Total Revenue | \$0 | \$84,000 | \$0 | \$220,000 |

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$220,000

Significant Program Changes

Last Year this program was:

This program addresses Crisis Response & Community Recovery priority area.

The Women and family program will use these funds to provide direct client assistance to include childcare, gift cards and emergency assistance. In addition, these funds will be used to assist parents with additional wrap around services such as tutoring, online academies and/or other services to support the children’s education especially children with special needs.

The Victim Services program was impacted during the pandemic as instances of domestic violence increased. These funds will support victims and survivors with temporary emergency assistance (housing, utilities, security devices, etc.).

The Mental Health unit will provide basic need supplies to our justice-involved individuals such as blankets, socks and hygiene items.

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

Executive Summary

This program establishes a pilot project that will provide gun violence intervention programming and support the development and capacity growth of smaller community organizations and partners to expand the outreach and efficacy of gun violence intervention programs.

Program Summary

The goal of this program is to build the capacity of community based organizations with the necessary skills and experience to provide gun violence intervention programming centered around high-intensity life-coaching for individuals at the greatest risk of gun violence.

Multnomah County has seen a spike in gun violence since 2020, with nearly 900 shootings taking place in 2020 and 41 shooting-related deaths. The violent trend has continued into 2021, with 357 gun violence incidents and 24 homicides through May 11. The Department of Community Justice is looking to build capacity among community-based organizations, so they gain the necessary experience to provide gun violence intervention programming aimed at reducing the number of gun violence incidents in Multnomah County.

The Department of Community Justice shall partner with a community provider who will collaborate with community based organizations to provide the following services: intensive case management and life coaching for JIIs 18-25 at a high risk of gun violence provided by trusted community members with relevant lived experience; positive gun violence intervention activities such as recreation out of school hours, youth grief/loss support groups, and decision-making skill-building opportunities; and training for subcontracted organizations on service delivery, nonprofit management, and staff wellness and resiliency.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | # of JIIs served | N/A | N/A | N/A | 75 |
| Outcome | Percentage of JII's connected to mentors | N/A | N/A | N/A | 50% |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$0 | \$0 | \$300,000 |
| Total GF/non-GF | \$0 | \$0 | \$0 | \$300,000 |
| Program Total: | \$0 | | \$300,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------------|
| Intergovernmental | \$0 | \$0 | \$0 | \$300,000 |
| Total Revenue | \$0 | \$0 | \$0 | \$300,000 |

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$300,000

Significant Program Changes

Last Year this program was:

This program addresses Crisis Response & Community Recovery priority area.

This program addresses expanding the depth and reach of County services. There has been a continued increase in community and gun violence. DCJ's Gang and African American Program will use these funds to build the capacity of community based organizations with the necessary skills and experience to provide gun violence intervention programming centered around high-intensity life-coaching for individuals at the greatest risk of gun violence.

Department Overview

The Department of Community Services (DCS) delivers a diverse array of essential services to Multnomah County through the divisions of Animal Services, Elections, Land Use Planning and Transportation. The common mission of these divisions is articulated in the department’s mission, vision and values.

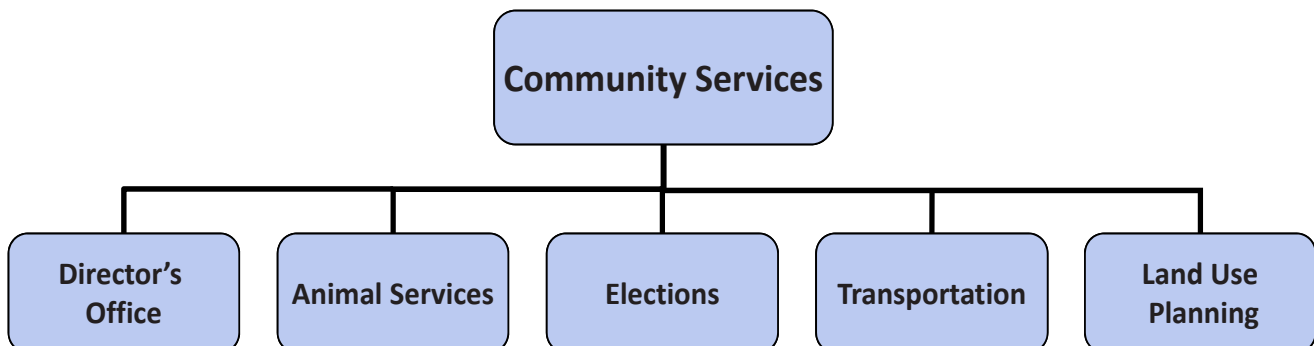
Mission: The Department of Community Services preserves harmony between natural and built environments, keeps people and pets safe, and ensures every voice is heard.

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
- Leadership - We encourage innovation and promote professional growth

The guiding principles for the FY 2022 budget development are to provide our residents and employees with a sense of safety, trust and belonging through our services; to look for efficiencies whenever possible; to align with the DCS mission, vision and values; and to use an equity and inclusion lens in carrying out our programs and initiatives.



Budget Overview

The FY 2022 Department of Community Services budget is \$159.2 million and 205.00 FTE. County General Fund comprises \$19.1 million (12%), Other Funds include the Road Fund \$69.1 million (43%), Willamette River Bridge Fund \$31.2 million (20%), Burnside Bridge Fund \$23.6 million (15%), Sellwood Bridge Replacement Fund \$9.1 million (6%), Land Corner Preservation Fund \$2.1 million (1%), American Recue Plan \$1.7 million (1%), Animal Control Fund \$1.5 million (1%), Federal/State Fund, Video Lottery Fund and Bicycle Path Construction Fund (1%).

In FY 2022, the Earthquake Ready Burnside Bridge program will support the completion of the National Environmental Policy Act (NEPA) phase of the project, bridge type selection and the beginning of the design phase.

Notable changes include:

- The County Board approved County Ordinance 1277 in 2019. The ordinance increases the vehicle registration fee (VRF) from \$19 to \$56 for each year of the registration period starting January 1, 2021. The VRF is expected to increase by \$10.8 million per year, with the revenue dedicated to the six Willamette River Bridges.
- Road Fund decreased by \$1.2 million primarily due to lower beginning working capital and gas tax revenue.
- Sellwood Bridge Replacement Fund decreased by \$1.1 million predominantly attributable to refunding of the Full Faith and Credit 2012 Sellwood bonds in January 2021.
- Land Use Planning Code Compliance adds 1.00 FTE and \$184,068 ongoing County General Support (90020B).
- One-time-only funding to the Portland Audubon Society Wildlife Care Center Project - \$100,000 (90007B).

| Budget Trends | FY 2020 | FY 2021 | FY 2021 | FY 2022 | Difference |
|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|
| | Actual | Current Estimate | Adopted Budget | Adopted Budget | |
| Staffing FTE | 216.00 | 204.00 | 216.00 | 205.00 | (11.00) |
| Personnel Services | \$25,715,419 | \$25,662,649 | \$29,325,120 | \$27,929,897 | (\$1,395,223) |
| Contractual Services | 55,095,761 | 53,221,006 | 87,665,362 | 104,577,801 | 16,912,439 |
| Materials & Supplies | 7,914,228 | 3,473,781 | 6,298,862 | 3,698,210 | (2,600,652) |
| Internal Services | 20,355,049 | 20,505,573 | 22,377,834 | 22,972,784 | 594,950 |
| Debt Service | 1,007 | 0 | 0 | 0 | 0 |
| Capital Outlay | 36,990 | 313,709 | 253,500 | 50,000 | (203,500) |
| Total Costs | \$109,118,454 | \$103,176,718 | \$145,920,678 | \$159,228,692 | \$13,308,014 |

Does not include cash transfers, contingencies or unappropriated balances. Program offers DO contain cash transfers, contingencies, and unappropriated balances.

Successes and Challenges

The Department of Community Services Divisions have successfully met several significant milestones during FY 2021 and are committed to the challenges that lay ahead. Department operations have aligned to meet State COVID-19 guidelines to ensure employees and the community using our services are safe.

Animal Services – Is currently working in a consultative partnership with the University of Wisconsin Shelter Medicine Program to become a model of excellence in progressive animal services. The Division has already begun implementing changes to its programs to support this new vision. These changes are expected to continue throughout FY 2022.

Elections – COVID-19 arrived as the division was preparing for a busy series of elections (May 2020 Primaries, August 2020 Special, and November 2020 Presidential). They adapted quickly and ran three elections during the pandemic while setting a new record with 919,585 ballots counted. Conducting an election in a pandemic required significant planning and adaptations to meet COVID-19 safety requirements. The division received two grants awards totaling over one million dollars. These grants enabled them to purchase equipment, media advertising, personal protective equipment, security services and cameras, space rentals and a new drop box. Elections will soon begin a strategic planning process to align the future election needs with the resources necessary to meet those needs.

Land Use Planning – The program is working towards the implementation of a software system designed to enhance the customer experience for permit applications and increase transparency by providing an online self-service portal to submit applications, pay fees and look up permit information. The reduction of a code compliance position in FY 2020 impacted the division's ability to provide code enforcement and address a growing list of open cases. A new program offer (90020B) was funded to restore the code compliance position in FY 2022.

Transportation – COVID-19 severely impacted the revenue and function of the Transportation Division. Transportation operates with dedicated funds and must balance expenses to the funds available. The revenue decline required a mid year budget adjustment to balance a \$5.4 million revenue shortfall. Those cuts resulted in staffing reductions, delays and cuts to capital projects, and organizational changes at all levels. To inform the reduction process, the division involved members of the community in conversations which identified preventative maintenance, data-based decision making and safety as their highest priorities going forward. The Earthquake Ready Burnside Bridge project continues to move forward and is scheduled to move into design in FY 2022.

COVID-19 Impacts

DCS has responded to COVID-19 by following and adjusting business operations to meet county and state directives. Much of the DCS workforce has shifted to telework but many in Elections, Animal Services and Transportation continue to report daily to work to fulfill critical services. DCS is focused on reemerging with an even stronger sense of who we are as a department and ensuring that our services meet the needs of our most vulnerable populations.

The impacts of COVID-19 have been challenging for DCS. Our Survey, Land Use Planning and Transportation Permit customer counters were closed immediately and quick operational adjustments were developed to support remote customer support. In Animal Services, curtailing services at both the animal shelter and private veterinary businesses impacted license revenue generation. Current year revenue estimates for animal adoptions, impounds and animal licensing show a combined loss of \$447,000 or a 25% below our budget amounts. In Elections, we took robust precautionary measures to protect staff and the public from COVID-19, starting with the May presidential primary, and continuing with the August special election and the November presidential election. The dedication of election staff and the receipt of two grant awards, totaling over \$1.0 million dollars, helped the division successfully and safely run three elections. Transportation experienced a \$5.4 million dollar funding gap in the road fund due to pandemic related declines in gas tax revenues, delays in vehicle registrations sales, and capital project overruns which drew down cash reserves. Working through a consultant-led process, Transportation completed a difficult mid year budget adjustment. Those budget cuts required the division to realign programs to match revenues and adopt a decision making framework to guide the Division's short and long term budgetary plans.

Diversity, Equity, and Inclusion

DCS is committed to leading with action to ensure equity and access for all of our employees and the communities we serve, including those from underserved and historically marginalized groups. The leadership team uses the equity and empowerment lens in decision making around the budget, program and service delivery, and process improvement focusing on who is most impacted by our 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, Community Advisory Committees and the Planning Commission.

Efforts toward creating a diverse workplace that is also inclusive and equitable is a top priority. To support the Workforce Equity Strategic Plan in establishing safety, trust and belonging in the workplace, in FY 2021 DCS, 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. The Equity and Think Yes for DCS Committee, established in FY 2020, has collaborated with the Center for Equity and Inclusion to bring about departmental transformational culture change. Over the past year, the Committee cultivated critical consciousness and gained communication tools to build awareness around power, privilege, and dominant culture practices in our workplace. This foundational training was the springboard for advancing in identifying and understanding how to make personal, cultural, and institutional change. The Equity Committee also crafted an equity statement that reflects DCS’ commitment to eradicate racial injustice and inequity in the workplace and in the services we provide to our communities. The Equity Committee is using the statement to frame and guide development of an equity strategic plan for DCS that will hold us accountable to tangible goals and apply the County’s core values to the unique needs of the department, its divisions and the communities we serve.

Budget by Division

| Division Name | FY 2022 General Fund | Other Funds | Total Division Cost | Total FTE |
|---|----------------------|----------------------|----------------------|---------------|
| Director’s Office | \$3,241,537 | \$2,620,790 | \$5,862,327 | 30.00 |
| Animal Services | 8,366,645 | 4,292,080 | 12,658,725 | 59.00 |
| Elections | 5,093,554 | 0 | 5,093,554 | 11.00 |
| Land Use Planning | 2,284,236 | 30,000 | 2,314,236 | 12.00 |
| Transportation | <u>100,000</u> | <u>154,705,715</u> | <u>154,805,715</u> | <u>93.00</u> |
| Total Community Services¹ | \$19,085,972 | \$161,648,585 | \$180,734,557 | 205.00 |

1-Does include cash transfers, contingencies and unappropriated balances.

Director's Office

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

- Director's Office represents the Chair and Board of Commissioners in its administration of the Department of Community Services (DCS) and provides leadership, management, executive direction and a unifying vision to department programs and services. The office leads, manages, and oversees both mandated and non-mandated Department services. This includes employee safety programs, compliance with state local budget law and federal, state, county and department regulations covering compensation, disciplinary action and work schedules. DCS is focused on providing cost efficient, quality services to County residents while providing a safe, inclusive and equitable environment for staff and the public. Assuring accessibility, equity, transparency, and accountability is deeply embedded in the work we do to support the health, safety, and justice of our community through our services.
- Human Resources provides direct support to division managers and to current and prospective employees, including recruitment and selection services, 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. This unit provides essential Geographic Information System (GIS), asset management and administrative support and common interpretations of county policy and procedure.

Significant Changes

At DCS, we pride ourselves on our ability to meet our statutory requirements, and provide services and programs that meet the needs and expectations of the community.

This year, DCS's budget was developed with a focus 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 that are mandated by the federal, state, or local governments; and 3) organizational culture change by integrating 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 is focused on ensuring the health, public safety and 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 and provides services 365 days each year. The division is organized into four main programs/work units:

- Animal Care provides humane shelter, behavioral support and enrichment for animals that are in need of temporary sheltering. Services include admissions to the shelter, micro-chipping, behavioral evaluation and support, daily enrichment and socialization, pet adoptions, volunteer management, and foster care placement/coordination.
- Animal Health provides veterinary care for animals sheltered by MCAS. Services include health examinations, medical and behavioral interventions, vaccinations, and spay/neuter and general surgical procedures.
- Client Services provides administrative services, including customer service, community information and referrals, lost/ found services and owner reunification, countywide pet licensing, processing of all MCAS revenues, and communication activities including media relations, social media, website (multcopets.org), and weekly newsletters.
- Field Services (Animal Control) provides 24/7 hour public safety emergency response to calls concerning animals attacking and injuring people or animals; 24-hour emergency rescue for injured, sick and abused animals; investigation services for animal bite cases and animal abuse and neglect cases; facility licensing programs and enforcement.

Significant Changes

MCAS is currently working in a consultative partnership with the University of Wisconsin Shelter Medicine Program to provide evidence based training and recommendations that will further support MCAS on the path to becoming a model of excellence in progressive animal services. MCAS and the UW Shelter Medicine program share a vision of an equity focused approach to animal services that encompasses a One Health lens to protect the human-animal bonds in our community. MCAS has already begun implementing changes to its programs to support this new vision. These changes are expected to continue throughout FY 2022.

Strategies to accomplish this work will include: Reducing the number of animals admitted into the shelter by looking at alternative options before admitting to those who truly need sheltering (e.g. injured, sick or in need of a new home); reducing the length of time animals stay in the shelter by removing barriers to reclaim or adoption; and increasing the quality of housing and care provided to animals during their stay at the shelter to improve their well-being.

Additionally, as part of this work, MCAS will be focusing on increasing equity and access to services to underserved and marginalized communities within Multnomah County.

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 30 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 210 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. The Elections Division is also responsible for the campaign finance disclosure program and investigating any related complaints.

Significant Changes

The Elections Division continues to focus its resources on statutorily mandated functions like voter registration, printing, mailing and processing ballots and key equity and voter access measures like the voter education and outreach program, voters' pamphlets, ballot tracking, ballot drop sites and the Voting Center Express.

The Elections Division continues to see extraordinary growth in voter registration and the number of people voting. Prior to the November 2020 Presidential election, a new voter registration record was set at 572,333 active registered voters. This is a 31% increase in registered voters over the last five years. 467,632 voters cast ballots in the same election which is a 16% increase from the previous record in the November 2016 Presidential election. Elections also saw a marked increase in voters using the ballot tracking tool with a 320% increase in voters signed up for the service - now 28% of county voters receive ballot tracking texts or emails about the status of their ballot. In FY 2022, Elections will continue to improve access by offering ballot tracking users the ability to sign up to receive messages in Spanish, Vietnamese and Chinese with a planned addition of Russian and Somali before the November 2022 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 between the natural and built environments, 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 haulers for solid waste disposal and recycling in the rural unincorporated areas of the County, provides education and outreach to residents about recycling and waste prevention, and provides technical assistance to businesses to meet state and regional requirements ensuring waste is minimized and the remainder disposed of in a coordinated, efficient and responsible manner.

Significant Changes

In order to enhance the customer experience for permit applicants, expand self-service options, and increase transparency for the community, a new permitting system will be developed beginning in the third quarter of FY 2021 with a targeted implementation date of fourth quarter of FY 2022. This project will replace an at-risk system called PR Navigator, and expand it to include the Transportation Division, County Service Districts, and Code Compliance. As a cloud-based system, it will be accessible from publicly available and personal computers, which will reduce barriers to obtaining information and conducting business. Current Planning staff will be heavily involved in the development of workflows and configuration of the system throughout FY 2022.

Long-range Planning staff will be working on a federally mandated amendment to MCC Chapter 38 - Columbia River Gorge National Scenic Area in order to come into compliance with the recently approved Gorge 2020 Management Plan Revision. The 270-day timeframe in which the amendments must be completed ends on December 10, 2021. As a result, this project will be the primary focus of Long-Range Planning staff during the first two quarters of FY 2022.

The restoration of the second Code Compliance position will enable rebuilding of the program, including updating the 2011 Administrative Rules, developing a workflow for the new permitting system, and clearing the backlog of cases.

Transportation

The Transportation Division comprises Bridges, Roads, the County Surveyor, and Planning and Development:

- 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.
- 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. This program also coordinates the countywide responses to clean water regulations.

Significant Changes

COVID-19 severely impacted the revenue and function of the Transportation Division. From the end of FY 2020 through FY 2021 Transportation revenues fell by nearly \$3.0 million. The Transportation Division has three primary funds: the Road Fund, Bridge Fund, and the Public Land Survey Corners Fund. Most of the revenue shortfall was in the Road Fund. To balance the FY 2021 budget we had to reduce staff in the Road Fund by 13.00 FTE. Five FTE were eliminated in the Bridge Fund due to escalating personal and internal services costs with no additional revenue. We also returned two staff that were budgeted in the Road Fund in FY 2021 to the Bridge Fund for FY 2022. In addition, Transportation cut \$1.0 million in FY 2021 from the Road Maintenance supply budget. After the reductions Transportation moved the Water Quality program and staff and our Right of Way staff under Planning and Development.

COVID-19 forced most Land Use Planning counters to close initially and then transition to online services or limit in-person services. This has caused a reduction in the number of Development Review cases that the Transportation Division has received and reviewed. Additionally, when workplaces initially closed and fewer cars were on the road at the start of the pandemic, more utility companies requested right of way permits to conduct work in county rights of way. Finally, COVID-19 caused the closure of our public survey counter. The Survey office moved many office functions online. However, Survey has seen significant reductions in revenues associated with records of survey and plat reviews, which required the reduction of 1.00 FTE. Survey field staff were limited to performing only time-sensitive work early in the COVID-19 pandemic.

Community Services

fy2022 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 2022 General Fund | Other Funds | Total Cost | FTE |
|---------------------------------|---|----------------------|----------------------|----------------------|---------------|
| Director's Office | | | | | |
| 90000 | Director's Office | \$1,713,352 | \$108,424 | \$1,821,776 | 8.00 |
| 90001 | Human Resources | 882,388 | 0 | 882,388 | 5.00 |
| 90002 | Business Services | 645,797 | 2,512,366 | 3,158,163 | 17.00 |
| Animal Services | | | | | |
| 90005 | Animal Services Client Services | 1,903,733 | 1,424,000 | 3,327,733 | 16.00 |
| 90006 | Animal Services Field Services | 1,968,699 | 5,500 | 1,974,199 | 14.00 |
| 90007 | Animal Services Animal Care | 3,423,102 | 2,660,151 | 6,083,253 | 21.00 |
| 90007B | Portland Audubon Society Wildlife Care Center Project Support | 100,000 | 0 | 100,000 | 0.00 |
| 90008 | Animal Services Animal Health | 971,111 | 10,000 | 981,111 | 6.00 |
| 90009 | Veterinary Services OTO Use of Donation Funds | 0 | 192,429 | 192,429 | 2.00 |
| Elections | | | | | |
| 90010A | Elections | 4,989,229 | 0 | 4,989,229 | 11.00 |
| 90010B | Election Access & Education | 104,325 | 0 | 104,325 | 0.00 |
| Land Use PLanning | | | | | |
| 90020A | LUP Code Compliance | 158,183 | 0 | 158,183 | 1.00 |
| 90020B | LUP Code Compliance Staffing | 184,068 | 0 | 184,068 | 1.00 |
| 90021 | Land Use Planning | 1,941,985 | 30,000 | 1,971,985 | 10.00 |
| Transportation | | | | | |
| 90012 | County Surveyor's Office | 0 | 4,787,919 | 4,787,919 | 10.00 |
| 90013 | Road Services | 100,000 | 15,140,066 | 15,240,066 | 50.00 |
| 90014 | Levee Ready Columbia (IGA Obligation) | 0 | 50,000 | 50,000 | 0.00 |
| 90015 | Bridge Services | 0 | 22,535,856 | 22,535,856 | 33.00 |
| 90018 | Transportation Capital | 0 | 46,158,623 | 46,158,623 | 0.00 |
| 90019 | Earthquake Ready Burnside Bridge | 0 | 23,558,042 | 23,558,042 | 0.00 |
| 90022 | State Transportation Improvement Fund/Transit | 0 | 1,469,720 | 1,469,720 | 0.00 |
| 90024 | City Supplemental Payments | 0 | 41,005,489 | 41,005,489 | 0.00 |
| Total Community Services | | \$19,085,972 | \$161,648,585 | \$180,734,557 | 205.00 |

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Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,232,855 | \$79,105 | \$1,336,040 | \$83,852 |
| Contractual Services | \$160,000 | \$0 | \$161,753 | \$0 |
| Materials & Supplies | \$43,412 | \$0 | \$46,480 | \$0 |
| Internal Services | \$274,712 | \$21,620 | \$169,079 | \$24,572 |
| Total GF/non-GF | \$1,710,979 | \$100,725 | \$1,713,352 | \$108,424 |
| Program Total: | \$1,811,704 | | \$1,821,776 | |
| Program FTE | 7.00 | 1.00 | 7.00 | 1.00 |

| Program Revenues | | | | |
|-----------------------|--------------------|------------------|--------------------|------------------|
| Intergovernmental | \$0 | \$100,725 | \$0 | \$108,424 |
| Other / Miscellaneous | \$1,209,780 | \$0 | \$1,271,151 | \$0 |
| Total Revenue | \$1,209,780 | \$100,725 | \$1,271,151 | \$108,424 |

Explanation of Revenues

This program generates \$11,639 in indirect revenues. The Director's Office is supported by department indirect (Cost Allocation Plan), County General Fund and the dedicated funds in the Transportation division. Department indirect is reflected in Other/Miscellaneous under the program revenues at \$1,269,398 for FY 2022. The Intergovernmental revenue comes the Road Fund revenue to support an administrative position supporting transportation activities but assigned to the Director's Office.

Significant Program Changes

Last Year this program was: FY 2021: 90000 Director's Office

Transferred a communications position (1.00 FTE) from Elections into the Director's Office during the FY 2021 budget. This position provides communications support to all divisions and provide additional capacity across DCS. This aligns with DCS's values of transparency and equity.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$798,303 | \$0 | \$819,635 | \$0 |
| Materials & Supplies | \$2,500 | \$0 | \$2,500 | \$0 |
| Internal Services | \$652 | \$0 | \$60,253 | \$0 |
| Total GF/non-GF | \$801,455 | \$0 | \$882,388 | \$0 |
| Program Total: | \$801,455 | | \$882,388 | |
| Program FTE | 5.00 | 0.00 | 5.00 | 0.00 |

| Program Revenues | | | | |
|-------------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2021: 90001 Human Resources

No significant changes in this program offer.

Legal / Contractual Obligation

Oregon Revised Statutes (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; and Oregon Budget Law.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$535,794 | \$2,028,883 | \$546,993 | \$1,939,306 |
| Contractual Services | \$5,000 | \$16,500 | \$5,000 | \$16,500 |
| Materials & Supplies | \$4,980 | \$49,100 | \$11,980 | \$46,600 |
| Internal Services | \$46,375 | \$475,169 | \$81,824 | \$509,960 |
| Total GF/non-GF | \$592,149 | \$2,569,652 | \$645,797 | \$2,512,366 |
| Program Total: | \$3,161,801 | | \$3,158,163 | |
| Program FTE | 3.00 | 15.00 | 3.00 | 14.00 |

| Program Revenues | | | | |
|---------------------------|------------|--------------------|------------|--------------------|
| Intergovernmental | \$0 | \$1,795,349 | \$0 | \$1,155,263 |
| Other / Miscellaneous | \$0 | \$363,059 | \$0 | \$926,535 |
| Beginning Working Capital | \$0 | \$311,244 | \$0 | \$330,568 |
| Service Charges | \$0 | \$100,000 | \$0 | \$100,000 |
| Total Revenue | \$0 | \$2,569,652 | \$0 | \$2,512,366 |

Explanation of Revenues

This program generates \$268,571 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 support.

Significant Program Changes

Last Year this program was: FY 2021: 90002 Business Services

COVID-19 impacts on transportation revenues required a 1.00 FTE staffing reduction mid-year during the fiscal year 2021 budget. Position was vacant and was removed in the 2022 fiscal year budget. No significant impacts are anticipated from this staffing reduction.

| | | | |
|---------------------------------|----------------------------|-----------------------------|-------------|
| Department: | Community Services | Program Contact: | Wade Sadler |
| Program Offer Type: | Existing Operating Program | Program Offer Stage: | As Adopted |
| Related Programs: | 90006, 90007, 90008, 90009 | | |
| Program Characteristics: | | | |

Executive Summary

The Multnomah County Animal Services (MCAS) Client Services program provides a broad range of customer service in the shelter facility, as well as support and resources for our community. Key service areas include staffing the Division's call center, providing community information and referrals, managing the countywide pet licensing program, processing all MCAS revenues, lost and found services, and communication activities. Support is prioritized based on equity considerations including income level and housing status.

Program Summary

The Client Services program provides services 7 days a week to residents of Multnomah County and delivers the following services: call center staffing, pet licensing, revenue processing, lost and found services, and communication.

The MCAS call center provides information, assistance and referrals for 50,000 annual phone customers. Regular business phone lines are staffed six days a week, typically providing approximately 50 hours of service each week. Due to COVID-19, the hours of operation for the Client Services call center were limited to approximately 40 hours of service each week. Calls received by the call center include lost and found inquiries, requests for low-income veterinary services, animal nuisance complaints in neighborhoods, and cruelty/neglect complaints. Call center staff are trained to provide referrals and resources to pet owners with a focus on protecting the human-animal bond and keeping pets in their homes.

Client Services also assists clients in person at the Animal Shelter. Members of the public who visit the shelter are provided support by assisting with lost and found reports, provide tracing and contact services for owners whose pets have come to the shelter with identification, and help owners reclaim lost animals that are at the shelter. Programs are established to reduce or waive impound and boarding fees for owners who face financial barriers that would otherwise prevent them from being reunited with their lost pet.

Client Services also processes all pet licensing, including license sales and renewals received via USPS, license sales by veterinary partners in the community and online sales at multcopets.org. On average, over 50,000 licenses are processed annually, and the Client Services program manages between 90,000-100,000 active licenses. Licenses are eligible for a fee reduction for senior citizens and low-income clients.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|-----------------------------|-------------|---------------|---------------|------------|
| Output | Pet licenses processed | 38,116 | 50,000 | 38,100 | 50,000 |
| Outcome | Private Donations (dollars) | \$161,579 | \$115,000 | \$140,000 | N/A |
| Output | Calls from the public | N/A | N/A | N/A | 22,000 |

Performance Measures Descriptions

Pet licenses processed include licenses that have been issued. It does not account for licenses that are not in compliance and are being managed by the staff. MCAS is retiring donations as a performance measure and replacing it with calls to better capture services provided. Calls from the public represent phone calls received seeking assistance with licensing, rehoming, adoption, lost & found pets, and a variety of other supports provided to the community with the goal of protecting and preserving human-animal bonds.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 609.100 to 609.110 pertains to Animal Control mandates, which includes dog license requirements. 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. MCC 13.100-13.104 pertains to pet licensing for dogs and cats, as well as rabies requirements for licensing. MCC Resolution 2019-067 establishes fees required.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,568,505 | \$0 | \$1,691,056 | \$0 |
| Contractual Services | \$91,000 | \$14,240 | \$70,000 | \$14,240 |
| Materials & Supplies | \$27,300 | \$9,968 | \$28,556 | \$11,717 |
| Internal Services | \$116,117 | \$0 | \$114,121 | \$0 |
| Cash Transfers | \$0 | \$1,399,792 | \$0 | \$1,398,043 |
| Total GF/non-GF | \$1,802,922 | \$1,424,000 | \$1,903,733 | \$1,424,000 |
| Program Total: | \$3,226,922 | | \$3,327,733 | |
| Program FTE | 16.00 | 0.00 | 16.00 | 0.00 |

| Program Revenues | | | | |
|-------------------------|--------------------|--------------------|--------------------|--------------------|
| Fees, Permits & Charges | \$0 | \$1,374,000 | \$0 | \$1,374,000 |
| Other / Miscellaneous | \$0 | \$50,000 | \$0 | \$50,000 |
| Financing Sources | \$1,399,792 | \$0 | \$1,398,043 | \$0 |
| Total Revenue | \$1,399,792 | \$1,424,000 | \$1,398,043 | \$1,424,000 |

Explanation of Revenues

In the General Fund, the revenue (\$1,398,043) represents the cash transfer from the Animal Services Fund to the General Fund. It includes revenue from pet licensing fees, plus fines collected related to pet licensing. State law requires counties to collect animal fees and licensing revenue in a dedicated fund.

Significant Program Changes

Last Year this program was: FY 2021: 90005 Animal Services Client Services

Animal Services is continuing to pursue a legislative change to amend a state requirement for proof of rabies at time of an animal license issuance. The legislative update is forecasted to increase revenues from license sales by improving access to pet owners and creating pathways to overcome barriers to pet licensing. Forecasted revenues are expected to continue to decline until proof of rabies is decoupled from the license fee process. COVID-19 has also significantly impacted licensing revenues due to limited access to veterinary services in our community to provide the mandatory rabies vaccination prior to licensing.

Legal / Contractual Obligation

Oregon Revised Statute (ORS) 609.010 to 609.190 pertains to state Animal Control mandates, which includes: dogs running at large prohibited, dangerous dogs regulations, dogs as public nuisance prohibited, 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. Multnomah County Code 13.150-13.999 pertains to county Animal Control mandates.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,433,945 | \$0 | \$1,518,785 | \$0 |
| Contractual Services | \$157,500 | \$275 | \$157,500 | \$55 |
| Materials & Supplies | \$43,000 | \$0 | \$41,500 | \$0 |
| Internal Services | \$312,330 | \$0 | \$250,914 | \$0 |
| Cash Transfers | \$0 | \$10,725 | \$0 | \$5,445 |
| Total GF/non-GF | \$1,946,775 | \$11,000 | \$1,968,699 | \$5,500 |
| Program Total: | \$1,957,775 | | \$1,974,199 | |
| Program FTE | 14.00 | 0.00 | 14.00 | 0.00 |

| Program Revenues | | | | |
|-------------------------|-----------------|-----------------|----------------|----------------|
| Fees, Permits & Charges | \$0 | \$2,500 | \$0 | \$0 |
| Other / Miscellaneous | \$0 | \$8,500 | \$0 | \$5,500 |
| Financing Sources | \$10,725 | \$0 | \$5,445 | \$0 |
| Total Revenue | \$10,725 | \$11,000 | \$5,445 | \$5,500 |

Explanation of Revenues

In the General Fund, the revenue represents the cash transfer from the Animal Services Fund (Other Funds) to the General Fund. It includes revenue from facility licensing fees, Dangerous and Potentially Dangerous Dog fees, appeal fees, public record fees, plus fines collected for notices of infractions related to enforcement of Multnomah County Code.

These revenues are expected to decrease as Field Services continues program evaluation and focuses more on equitable enforcement, resulting in punitive fines being used only as a last resort.

Significant Program Changes

Last Year this program was: FY 2021: 90006A Animal Services Field Services

MCAS is partnering in a consultation with the University of Wisconsin Shelter Medicine Program. One of the primary goals of the partnership is to evaluate the impacts of implementing diversity, equity, and inclusion interventions in Animal Control and enforcement. This work will include a review of current policies and enforcement practices, and either reform or create new policies and practices that support the human-animal bond in our community and ensure equitable access and engagement from Field Services. This work will focus on proactively providing resources to the community and reserve punitive interventions for only those times when there is no other alternative.

Legal / Contractual Obligation

Oregon Revised Statute (ORS) 609.010 to 609.190 pertains to Animal Control mandates, which includes impoundment and shelter requirements for violations. ORS 433.340 - 433.390 pertains to Rabies Control which includes: requirements to report animal bites, impoundment, quarantine and disposition requirements. Multnomah County Code (MCC) 13.505-13.506 pertains to impoundment and disposition of animals. MCC 13.153 pertains to facility and housing standards for animals.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,984,110 | \$50,000 | \$2,102,299 | \$0 |
| Contractual Services | \$20,000 | \$886,500 | \$15,000 | \$1,088,492 |
| Materials & Supplies | \$78,799 | \$293,000 | \$88,809 | \$227,123 |
| Internal Services | \$1,155,380 | \$0 | \$1,216,994 | \$0 |
| Capital Outlay | \$0 | \$11,000 | \$0 | \$0 |
| Cash Transfers | \$0 | \$312,000 | \$0 | \$247,448 |
| Unappropriated & Contingency | \$0 | \$792,450 | \$0 | \$1,097,088 |
| Total GF/non-GF | \$3,238,289 | \$2,344,950 | \$3,423,102 | \$2,660,151 |
| Program Total: | \$5,583,239 | | \$6,083,253 | |
| Program FTE | 21.00 | 0.00 | 21.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|------------------|--------------------|------------------|--------------------|
| Fees, Permits & Charges | \$0 | \$350,000 | \$0 | \$275,000 |
| Other / Miscellaneous | \$0 | \$114,500 | \$0 | \$115,000 |
| Financing Sources | \$312,000 | \$300,000 | \$247,448 | \$300,000 |
| Interest | \$0 | \$0 | \$0 | \$26,000 |
| Beginning Working Capital | \$0 | \$1,580,450 | \$0 | \$1,944,151 |
| Total Revenue | \$312,000 | \$2,344,950 | \$247,448 | \$2,660,151 |

Explanation of Revenues

In the General Fund, the revenue represents the cash transfer (\$246,733) from the Animal Services Fund (Other Funds) to the General Fund. It includes revenue from adoptions as well as impound and boarding fees. In response to the community impacts of COVID-19, MCAS has temporarily suspended the assessment of impound and board fees in order to remove barriers for pet owners reuniting with lost pets. Other/Misc revenue represents our estimate of donation funds received during the year. Financing Sources revenue (\$300,000) is a cash transfer of Edgefield Pig Farm sale proceeds. Interest Income arrives from the interest earned on the Beginning Working Capital with the Animal Services Fund.

Significant Program Changes

Last Year this program was: FY 2021: 90007 Animal Services Animal Care

The program is continuing the process of a Facility Master Plan to explore the replacement or renovation of the existing shelter. Funding to support the Master Plan is supported through the Animal Control Capital Donation Fund (Shelter Dreams Account/Dedicated Revenue). In order to better inform the Master Plan, MCAS is partnering in a consultation with the University of Wisconsin Shelter Medicine Program. One of the primary goals of the partnership is to review and evaluate internal processes to ensure excellence in the quality of care we provide for animals in our shelter, including prioritizing behavioral and medical needs, providing enhanced enrichment, and improving return-to-owner and re-homing processes.

Legal / Contractual Obligation

None

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$0 | \$100,000 | \$0 |
| Total GF/non-GF | \$0 | \$0 | \$100,000 | \$0 |
| Program Total: | \$0 | | \$100,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

This program offer is supported by County General Funds.

Significant Program Changes

Last Year this program was:

New program offer for FY 2022

Department: Community Services **Program Contact:** Wade Sadler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 90007
Program Characteristics:

Executive Summary

The Multnomah County Animal Services (MCAS) Animal Health program provides veterinary care 365 days a year for lost, homeless, stray, injured, sick, abandoned, abused and neglected animals found in Multnomah County. The program provides comprehensive veterinary care in our American Animal Hospital Association accredited hospital. In addition to standard veterinary care, the Animal Health program also performs surgical procedures including spay and neuter, dental, amputations, and a variety of other procedures. The primary goal for Animal Health is improving medical and behavioral outcomes for animals, and providing palliative care for animals in need to improve the quality of life for sick and injured animals.

Program Summary

The Animal Health program supports Animal Care in providing a clean, comfortable, safe and healthy environment to house and care for all animals that enter the shelter by providing medical protocols and guidelines that protect animals in the shelter from infectious disease outbreaks. Animal Health also provides direct veterinary care including treatments for injuries and illnesses, providing preventative treatments including vaccinations, and providing emergency medical care for animals in distress.

Animal Health also provides surgical care when necessary, including performing spay and neuter surgeries for animals in need of sterilization prior to placement into new homes, amputations, wound repair, dentals, and other procedures as needed. Animal Health facilitates enhanced care for animals in need of specialty procedures such as neurological or orthopedic care. These types of specialized care is funded by private donations via Dolly's Fund, which was established to provide medical care for homeless animals that otherwise would not receive the treatment they need.

In addition to surgical procedures for shelter animals, Animal Health also provides spay and neuter services to low-income community members through a subsidized program called Spay & Save, which is coordinated in partnership with the Animal Shelter Alliance of Portland (ASAP), of which MCAS is a founding member.

Animal Health also provides post-placement support for recent adopters, as well as longer-term support for shelter animals in need through more than 200 volunteer foster homes, which work to rehabilitate or socialize homeless animals in preparation for placement into new homes.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Veterinary Consultations and Treatments Provided | N/A | N/A | N/A | 8,500 |
| Outcome | Surgeries provided to improve medical and behavior conditions for shelter animals | N/A | N/A | N/A | 2,000 |

Performance Measures Descriptions

Previously, this program was included in the Animal Care program, which is why there isn't historic data to compare to. Veterinary consultations and treatments provided include exams, diagnostic consultations and care/treatment of injuries and illnesses. Surgeries performed are primarily spay and neuter procedures, but also include other general procedures such as amputations, wound repair, and dental procedures.

Legal / Contractual Obligation

Oregon Revised Statute 433.340 - 433.390 pertains to Rabies Control which includes: requirements to report animal bites, impoundment, quarantine and disposition requirements, inoculations against rabies requirements, and records requirements.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$733,098 | \$0 | \$796,560 | \$0 |
| Contractual Services | \$112,000 | \$0 | \$40,000 | \$0 |
| Materials & Supplies | \$116,552 | \$0 | \$134,551 | \$0 |
| Cash Transfers | \$0 | \$14,000 | \$0 | \$10,000 |
| Total GF/non-GF | \$961,650 | \$14,000 | \$971,111 | \$10,000 |
| Program Total: | \$975,650 | | \$981,111 | |
| Program FTE | 6.00 | 0.00 | 6.00 | 0.00 |

| Program Revenues | | | | |
|-------------------------|-----------------|-----------------|-----------------|-----------------|
| Fees, Permits & Charges | \$0 | \$2,000 | \$0 | \$0 |
| Financing Sources | \$14,000 | \$0 | \$10,000 | \$0 |
| Service Charges | \$0 | \$12,000 | \$0 | \$10,000 |
| Total Revenue | \$14,000 | \$14,000 | \$10,000 | \$10,000 |

Explanation of Revenues

In the General Fund, the revenue represents the cash transfer from the Animal Services Fund to the General Fund. Service Charges (\$10,000) primarily includes revenue from co-pays for spay and neuter procedures performed for community members and their pets. These revenues have been significantly impacted by COVID-19 as surgery was initially fully suspended to conserve PPE at the beginning of the pandemic, and has slowly been resumed with a focus primarily on shelter animals.

Significant Program Changes

Last Year this program was: FY 2021: 90007 Animal Services Animal Care

MCAS is partnering in a consultation with the University of Wisconsin Shelter Medicine Program. One of the primary goals of the partnership is to review and evaluate internal processes to ensure excellence in the quality of care we provide for animals in our shelter, including prioritizing behavioral and medical needs and providing focused, individualized care for high-needs animals. This will result in healthier outcomes for animals by eliminating unnecessary work examining and evaluating healthy animals.

Legal / Contractual Obligation

Oregon Revised Statutes 433.340 - 433.390 pertains to Rabies Control which includes: requirements to report animal bites, impoundment, quarantine and disposition requirements, inoculations against rabies requirements, and records requirements.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$200,015 | \$0 | \$0 | \$192,429 |
| Total GF/non-GF | \$200,015 | \$0 | \$0 | \$192,429 |
| Program Total: | \$200,015 | | \$192,429 | |
| Program FTE | 2.00 | 0.00 | 0.00 | 2.00 |

| Program Revenues | | | | |
|---------------------------|------------|------------|------------|------------------|
| Beginning Working Capital | \$0 | \$0 | \$0 | \$192,429 |
| Total Revenue | \$0 | \$0 | \$0 | \$192,429 |

Explanation of Revenues

Revenue supporting these two positions originates from private donations received by Animal Services.

Significant Program Changes

Last Year this program was: FY 2021: 90007 Animal Services Animal Care

MCAS is partnering in a consultation with the University of Wisconsin Shelter Medicine Program. One of the primary goals of the partnership is to review and evaluate internal processes to ensure excellence in the quality of care we provide for animals in our shelter, including prioritizing behavioral and medical needs and providing focused, individualized care for high-needs animals. This will result in healthier outcomes for animals by eliminating unnecessary work examining and evaluating healthy animals. It is essential that we maintain these positions on staff in order to accomplish these goals.

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

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. This program offer supports the entire elections program, covering 11 full-time and 400 on-call election workers' pay, materials and supplies to cover four possible elections, contracts with vendors to support ballot production, mailing and technology, and all of the county facilities and support services that make elections possible.

Program Summary

The Elections Division puts voters first as it 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 30 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 210 on-call election workers to assist its 11 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.

Elections is also responsible for the campaign finance disclosure program put in place by the Board in December 2019. Elections is responsible for educating candidates about disclosure requirements on campaign advertising and is responsible for investigating complaints.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Percentage of voters using ballot tracking | 11% | 12% | 28% | 29% |
| Outcome | Percent of customers who are satisfied with counter service | 100% | 97% | 98% | 97% |
| Efficiency | Personnel cost per 1,000 ballots cast | \$705 | \$950 | \$1384 | \$1100 |

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 2020 Actual for the personnel cost per 1,000 ballots cast measure is for the 2020 primary, FY 2021 Purchased and FY 2021 Estimate are for the presidential general election and FY 2022 Offer is for the 2022 primary.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,852,890 | \$0 | \$1,890,437 | \$0 |
| Contractual Services | \$1,544,306 | \$0 | \$1,422,388 | \$0 |
| Materials & Supplies | \$436,287 | \$0 | \$461,037 | \$0 |
| Internal Services | \$1,121,302 | \$0 | \$1,215,367 | \$0 |
| Total GF/non-GF | \$4,954,785 | \$0 | \$4,989,229 | \$0 |
| Program Total: | \$4,954,785 | | \$4,989,229 | |
| Program FTE | 11.00 | 0.00 | 11.00 | 0.00 |

| Program Revenues | | | | |
|-----------------------|--------------------|------------|--------------------|------------|
| Intergovernmental | \$80,000 | \$0 | \$85,000 | \$0 |
| Other / Miscellaneous | \$21,659 | \$0 | \$0 | \$0 |
| Service Charges | \$1,362,459 | \$0 | \$1,336,397 | \$0 |
| Total Revenue | \$1,464,118 | \$0 | \$1,421,397 | \$0 |

Explanation of Revenues

Intergovernmental Revenue includes \$85,000 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.

The Service Charges Revenue includes two smaller special elections at \$350,000 each, November 2021 Special Election at \$581,156, May 2022 primary election \$44,541, Petition election at \$10,700.

Additional funding is provided by the County General Fund.

Significant Program Changes

Last Year this program was: FY 2021: 90010A Elections

Elections FTE count is reduced by one this year. One FTE that supports communications, marketing and graphic design moved from Elections to the DCS Director's office. Elections is still able to utilize that FTE as a resource.

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 voters' pamphlets for the November 2021 special election and the May 2022 primary election. The voters' pamphlets were cut to cover the Elections Division's 2% general fund budget constraint.

Program Summary

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 voters' pamphlets for the November 2021 special election and the May 2022 primary election. County voters' pamphlets are not statutorily mandated but they are a key component to voter engagement, education and access. Program offer 90010B is an offer to restore the 2% general fund budget constraint requested for FY 2022 and thereby restoring this popular program.

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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of households receiving the County voters' pamphlet | N/A | N/A | N/A | 358,880 |
| Outcome | Number of candidates filed in County voters' pamphlet | N/A | 20 | 48 | 40 |

Performance Measures Descriptions

Number of households receiving the County voters' pamphlet is based on saturation mailing to every residence address in the county. 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 |
|-------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$0 | \$104,325 | \$0 |
| Total GF/non-GF | \$0 | \$0 | \$104,325 | \$0 |
| Program Total: | \$0 | | \$104,325 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|-------------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

There are no revenues associated with this program. This program is supported by County General Funds

Significant Program Changes

Last Year this program was:

Last Year this program was: FY 2020: 90010C-21 Election Access and Education

This program offer will restore reductions made in the Elections main program offer, 90010A. 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 voters' pamphlets for the November 2021 special and the May 2022 primary elections. County voters' pamphlets are not statutorily mandated but they are a component to voter engagement, education and access. 90010B is submitted to request restoration of this popular program.

Department: Community Services
Program Offer Type: Existing Operating Program

Program Contact: Jim Clayton
Program Offer Stage: As Adopted

Related Programs:

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 the NE 238th/242nd Drive Improvement Project.
- 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of public land corner visits performed | 81 | 100 | 100 | 100 |
| Outcome | Percent of plats reviewed within 21 days | 98.5% | 95% | 95% | 95% |
| Output | Number of plats reviewed for approval | 195 | 170 | 150 | 150 |
| Output | Number of images added to SAIL website | 1295 | 1200 | 1000 | 1000 |

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, addressing other work on these corners as needed and approves all land division plats in the County. Our goal to review plats 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$1,551,676 | \$0 | \$1,445,141 |
| Contractual Services | \$0 | \$82,347 | \$0 | \$90,843 |
| Materials & Supplies | \$0 | \$74,500 | \$0 | \$78,722 |
| Internal Services | \$0 | \$477,010 | \$0 | \$519,785 |
| Unappropriated & Contingency | \$0 | \$2,398,746 | \$0 | \$2,653,428 |
| Total GF/non-GF | \$0 | \$4,584,279 | \$0 | \$4,787,919 |
| Program Total: | \$4,584,279 | | \$4,787,919 | |
| Program FTE | 0.00 | 11.00 | 0.00 | 10.00 |

| Program Revenues | | | | |
|---------------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$1,640,234 | \$0 | \$1,385,000 |
| Interest | \$0 | \$60,000 | \$0 | \$45,000 |
| Beginning Working Capital | \$0 | \$2,454,045 | \$0 | \$2,906,419 |
| Service Charges | \$0 | \$430,000 | \$0 | \$451,500 |
| Total Revenue | \$0 | \$4,584,279 | \$0 | \$4,787,919 |

Explanation of Revenues

This program generates \$200,585 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. Other/Misc Revenue consists of a fixed filing fee of \$475 per map filed in the survey records, a fixed recording fee at \$10 per recording of a property related deed document, and Offset Project Overhead Revenue collected from working for Transportation Capital projects. Interest is an estimate of interest revenue earned on the BWC of \$2.9M at the beginning of FY22. BWC was at \$2.45M for FY21, plus another \$0.45M est for FY21, total \$2.9M. Service Charges reflect funds collected for the review of Condominium, Partition, and Subdivision plats, which are based on actual costs incurred.

Significant Program Changes

Last Year this program was: FY 2021: 90012 County Surveyor's Office

As our public counter was closed due to COVID-19 restrictions, we moved many of our office functions online and most staff are teleworking. Due to the COVID-19 pandemic, the program has seen significant reductions in revenues associated with records of survey and plat reviews, which required the reduction of 1.0 FTE. Our field staff were limited to performing only time-sensitive work early in the COVID-19 pandemic, which reduced the number of Public Land Corners visited.

Department: Community Services **Program Contact:** Jon Henrichsen
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 90018
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. Before project prioritization and delivery we apply principles of equity and public outreach.

Program Summary

Road Services is responsible for planning, funding, designing, constructing, maintaining, 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 that 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. Further, the Transportation Division preserves the transportation system by 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 has remained 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of development proposals reviewed | 165 | 160 | 100 | 160 |
| Outcome | Urban Pavement Condition Index (PCI) | 69 | 69 | 69 | 69 |
| Outcome | Rural Pavement Condition Index (PCI) | 59 | 59 | 59 | 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 Oregon Revised Statutes 368 and 371, and OAR 660-012. The Federal Highway Administration's Manual on Uniform Traffic Control Devices, Federal Environmental Laws; Clean Water, Safe Drinking Water and Endangered Species Acts, Americans with Disabilities Act (ADA) provides standards 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$7,895,275 | \$0 | \$6,691,410 |
| Contractual Services | \$0 | \$1,219,186 | \$0 | \$1,687,117 |
| Materials & Supplies | \$0 | \$1,511,850 | \$0 | \$1,218,379 |
| Internal Services | \$100,000 | \$3,896,485 | \$100,000 | \$4,268,712 |
| Unappropriated & Contingency | \$0 | \$0 | \$0 | \$1,274,448 |
| Total GF/non-GF | \$100,000 | \$14,522,796 | \$100,000 | \$15,140,066 |
| Program Total: | \$14,622,796 | | \$15,240,066 | |
| Program FTE | 0.00 | 58.00 | 0.00 | 50.00 |

| Program Revenues | | | | |
|---------------------------|------------|---------------------|------------|---------------------|
| Fees, Permits & Charges | \$0 | \$70,000 | \$0 | \$70,000 |
| Intergovernmental | \$0 | \$9,687,816 | \$0 | \$11,631,516 |
| Other / Miscellaneous | \$0 | \$356,677 | \$0 | \$830,910 |
| Financing Sources | \$0 | \$348,091 | \$0 | \$316,491 |
| Interest | \$0 | \$150,000 | \$0 | \$88,349 |
| Beginning Working Capital | \$0 | \$2,775,101 | \$0 | \$1,486,721 |
| Service Charges | \$0 | \$365,000 | \$0 | \$375,000 |
| Total Revenue | \$0 | \$13,752,685 | \$0 | \$14,798,987 |

Explanation of Revenues

This program generates \$705,262 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 2021: 90013 Road Services

Reduced by 13.00 FTE in the middle of 2021 fiscal year to respond to revenue shortfalls related to COVID-19. As revenues begin to recover FY 2022 budget will show a total drop of 8.00 FTE from 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 2022 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Participation in levee accreditation process | 100% | 100% | 100% | 100% |
| Outcome | Number of grant/loan contracts administered | 1 | 2 | 2 | 3 |

Performance Measures Descriptions

Success is measured by participation in levee accreditation process and administration of grants and loans. FY 2022 represents the third year of a five year intergovernmental agreement.

Legal / Contractual Obligation

County commitments include contractual loan repayment obligations to the project and cash contribution for FY 2022.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$50,000 | \$0 | \$50,000 |
| Total GF/non-GF | \$0 | \$50,000 | \$0 | \$50,000 |
| Program Total: | \$50,000 | | \$50,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Program is supported by Video Lottery Funds.

Significant Program Changes

Last Year this program was: FY 2021: 90014 Levee Ready Columbia (IGA Obligation)

Department: Community Services **Program Contact:** Jon Henrichsen
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 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 Services is responsible for planning, funding, designing, constructing, maintaining, operating and preserving the County's six Willamette River Bridges and supporting the Road Services program for 24 other bridge structures. The program contributes to the goals and strategies of the Department of Community Services in providing reliable infrastructure for diverse communities traveling in and through Multnomah County. Bridge Services focuses on providing quality bridge infrastructure through innovation, a skilled and diverse workforce, and efficient practices. This program offer supports three areas (Bridge Engineering, Maintenance, and Operations) to deliver services that comply with local, state and federal transportation requirements while striving to achieve the transportation priorities that Multnomah County residents communicated through our public outreach efforts.

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.

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 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 2022. Both Maintenance and Operations work closely with Engineering on a wide variety of projects, safety and process improvement and other issues.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of preventative maintenance tasks completed | 1,525 | 1,449 | 1,575 | 1,449 |
| Outcome | Percent of bridge openings with minimal delay to river traffic | 97.45% | 99% | 97.5% | 99% |

Performance Measures Descriptions

Preventative maintenance tasks help keep the bridges working properly and avert 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$5,225,519 | \$0 | \$5,050,863 |
| Contractual Services | \$0 | \$428,992 | \$0 | \$377,500 |
| Materials & Supplies | \$0 | \$2,638,125 | \$0 | \$622,250 |
| Internal Services | \$0 | \$1,810,510 | \$0 | \$2,248,595 |
| Capital Outlay | \$0 | \$60,000 | \$0 | \$50,000 |
| Unappropriated & Contingency | \$0 | \$0 | \$0 | \$14,186,648 |
| Total GF/non-GF | \$0 | \$10,163,146 | \$0 | \$22,535,856 |
| Program Total: | \$10,163,146 | | \$22,535,856 | |
| Program FTE | 0.00 | 35.00 | 0.00 | 33.00 |

| Program Revenues | | | | |
|---------------------------|------------|---------------------|------------|---------------------|
| Fees, Permits & Charges | \$0 | \$1,810,557 | \$0 | \$3,500,000 |
| Intergovernmental | \$0 | \$6,462,538 | \$0 | \$1,465,132 |
| Other / Miscellaneous | \$0 | \$358,507 | \$0 | \$867,678 |
| Financing Sources | \$0 | \$0 | \$0 | \$0 |
| Beginning Working Capital | \$0 | \$1,521,544 | \$0 | \$16,246,969 |
| Service Charges | \$0 | \$10,000 | \$0 | \$10,000 |
| Total Revenue | \$0 | \$10,163,146 | \$0 | \$22,089,779 |

Explanation of Revenues

This program generates \$440,839 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. Other/miscellaneous revenue comes from reimbursements for work performed for other projects and programs.

Significant Program Changes

Last Year this program was: FY 2021: 90018A Transportation Capital

Reduced 4.0 FTE to mitigate budget shortfalls due to continually increasing operational costs that are higher than the allotted annual revenue increases. Transferred 2.0 FTE from Road Services Program due to reduction of work in Road Services and an increase in work in the Bridge Services Program.

In FY2020 and FY2021 bridge staff replaced the control systems on the Burnside and Morrison Bridges. Troubleshooting and fine tuning the new programs led to a higher than normal level of malfunctions during bridge lifts.

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 Willamette River bridges (Sellwood, Hawthorne, Morrison, Burnside, Broadway and Sauvie Island), roads, bicycle/pedestrian facilities, culverts, and small East County bridges. 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

The Transportation Capital program is responsible for delivering capital improvement projects on County-owned bridges, roads, bicycle/pedestrian facilities, and culverts. These capital improvement projects aim to rehabilitate, enhance, or replace transportation infrastructure assets to better serve the diverse communities that rely on these assets to safely get to where they need to go. Current capital needs are identified in the Transportation Capital Improvement Plan (TCIP), which outlines needed road and bridge improvements. Projects have been identified, prioritized and ranked in the TCIP using a variety of criteria including equity, sustainability, safety, asset management, mobility, and resilience.

The capital projects on the Willamette River Bridges included in the FY 2022 program offer are: construction of the Morrison Bridge Paint Project, replacement of the Broadway Bridge control system, design and construction of the Broadway Bridge Deck Replacement Project, and design of the Hawthorne Ramp Overlay/Trunion Replacement Project. Capital projects on the County road system include: construction of the NE 238th Ave. Glisan to Halsey Project, replacement of the Latourell Creek Bridge, and design and construction of the Corbett Hill Overlay Project.

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

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Dollar value of capital improvements | \$13.5M | \$20.4M | \$8.4M | \$36.0M |
| Outcome | Percent of project costs covered by grants | 42% | 82% | 60% | 90% |

Performance Measures Descriptions

The 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 vs the expected contribution from the County to determine 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 | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$24,135,869 | \$0 | \$37,009,692 |
| Materials & Supplies | \$0 | \$160,456 | \$0 | \$160,000 |
| Internal Services | \$0 | \$10,247,444 | \$0 | \$8,988,931 |
| Capital Outlay | \$0 | \$182,500 | \$0 | \$0 |
| Total GF/non-GF | \$0 | \$34,726,269 | \$0 | \$46,158,623 |
| Program Total: | \$34,726,269 | | \$46,158,623 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|------------|---------------------|------------|---------------------|
| Fees, Permits & Charges | \$0 | \$3,023,658 | \$0 | \$10,357,929 |
| Intergovernmental | \$0 | \$21,765,822 | \$0 | \$35,801,801 |
| Interest | \$0 | \$30,000 | \$0 | \$15,000 |
| Beginning Working Capital | \$0 | \$10,676,900 | \$0 | \$771,049 |
| Total Revenue | \$0 | \$35,496,380 | \$0 | \$46,945,779 |

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 2021: 90018A Transportation Capital

An increase of the County's vehicle registration fee took 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.

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

Executive Summary

The purpose of the Earthquake Ready Burnside Bridge (EQRB) Project is to create a seismically resilient Burnside Street lifeline crossing of the Willamette River that would remain fully operational and accessible immediately following the next Cascadia Subduction Zone earthquake. None of the old bridges downtown were designed to withstand this type of seismic event. A seismically resilient Burnside Bridge would support the region's ability to provide rapid and reliable emergency response. The County is currently in the process of completing an Environmental Impact Statement ("EIS") for the Project. A Final EIS and Record of Decision is anticipated to be complete by summer of 2022. This program offer represents the effort required in FY22.

Program Summary

The EQRB program encompasses the work to replace the existing Burnside Bridge in downtown Portland with a seismically resilient bridge. The EQRB program includes the NEPA, Design, Right-of-Way (ROW), Utility, and Construction phases. The Design phase is estimated to begin in July 2022, and construction is expected to be substantially complete by 2030. In FY22, this program offer will support the completion of the NEPA phase of the project. By the end of FY22 approximately 5% of the design will be completed. The work in FY22 will be supported by the proceeds from the new County vehicle registration fee (VRF) collections.

The project team is developing a not to exceed cost cap for the entire project. Future phases of the project will include advancing the design to 30%, 60%, and 100% completion. ROW acquisition is targeted to begin around 30% design and needs to be completed prior to the beginning of construction. At the end of each level of design, cost estimating and risk assessment efforts will improve cost certainty, but the cost will always be kept under the set cap via value engineering and scope reduction, if required. Progressing to phases of the project in FY23 to FY30 will require financing bonds with County VRF funds and securing funding from local, state, and federal sources.

From the beginning, the County has incorporated equity into the EQRB project. During the initial Feasibility Study (2016-2018), the County recruited diverse stakeholders to be an advisory body. It included representatives from social service agencies as well as groups representing pedestrians, bicyclists and people with disabilities.

Upon completion of the Feasibility Study, interviews were conducted with stakeholder groups representing environmental justice communities (low income and people of color). The themes gathered from the interviews were used to inform the Environmental Review phase (2018 - 2021), and a diversity, equity and inclusion plan was developed for the project. It included increased efforts to bring diversity to the project's Community Task Force, adding representatives from different cultural communities and the disabled community.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Percent of the new bridge design complete | N/A | N/A | N/A | 5% |
| Outcome | Percent of project NEPA Phase milestones met | N/A | N/A | N/A | 100% |

Performance Measures Descriptions

The design phase of the new bridge is expected to be completed between July 2022 - Jun 2025. The construction of the new bridge is expected to be substantially completed between July 2025 - Jun 2030. The Final EIS and Record of Decision as part of the NEPA phase is anticipated to be published in summer 2022.

Legal / Contractual Obligation

Multnomah County is required to maintain the Burnside Bridge in accordance with; State Law; ORS 382.305 through 382.425, MB 2041 subsection 3a and HB2001 and the 1984 IGA with the City of Portland as amended in 1989.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$372,966 | \$0 | \$99,833 |
| Contractual Services | \$0 | \$15,507,078 | \$0 | \$20,455,000 |
| Materials & Supplies | \$0 | \$606,000 | \$0 | \$450,000 |
| Internal Services | \$0 | \$1,906,552 | \$0 | \$2,553,209 |
| Unappropriated & Contingency | \$0 | \$11,640,887 | \$0 | \$0 |
| Total GF/non-GF | \$0 | \$30,033,483 | \$0 | \$23,558,042 |
| Program Total: | \$30,033,483 | | \$23,558,042 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|------------|---------------------|------------|---------------------|
| Fees, Permits & Charges | \$0 | \$19,065,785 | \$0 | \$20,921,018 |
| Interest | \$0 | \$150,000 | \$0 | \$7,500 |
| Beginning Working Capital | \$0 | \$10,817,698 | \$0 | \$2,629,524 |
| Total Revenue | \$0 | \$30,033,483 | \$0 | \$23,558,042 |

Explanation of Revenues

Project is supported by County Vehicle Registration Fees which allow for financing to move the project through design and right of way phases. Fees, Permits and Charges is reduced as the project pursues financing to cover design and right of way costs occurring in FY 2022.

Significant Program Changes

Last Year this program was: FY 2021: 90018A Transportation Capital

In FY22, this program offer will support the completion of the Environmental Review phase of the project.

Additional information about the advisory bodies that were convened during the feasibility study can be found here:
<https://multco.us/earthquake-ready-burnside-bridge/feasibility-study-committees>

Additional information about the advisory bodies that were convened during the Environmental Review phase can be found here:
<https://multco.us/earthquake-ready-burnside-bridge/committees>

Legal / Contractual Obligation

Program mandates originate from Oregon Revised Statutes Chapter 197.013; the County's agreement to implement the Management Plan for the Columbia Gorge National Scenic Area; Metro Code Title V, specifically 5.10 Regional Waste Plan; and Oregon Revised Statutes 459A and Oregon Administrative Rules Chapter 340-090.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$125,259 | \$0 | \$129,556 | \$0 |
| Internal Services | \$14,091 | \$0 | \$28,627 | \$0 |
| Total GF/non-GF | \$139,350 | \$0 | \$158,183 | \$0 |
| Program Total: | \$139,350 | | \$158,183 | |
| Program FTE | 1.00 | 0.00 | 1.00 | 0.00 |

| Program Revenues | | | | |
|-------------------------|-----------------|------------|-----------------|------------|
| Fees, Permits & Charges | \$23,000 | \$0 | \$23,000 | \$0 |
| Intergovernmental | \$14,000 | \$0 | \$14,000 | \$0 |
| Total Revenue | \$37,000 | \$0 | \$37,000 | \$0 |

Explanation of Revenues

The Code Compliance program is supported by the County General Fund. Metro provides additional support of \$14,000 to assist with the administration of the rural waste hauler and rural recycle at work program. We estimate \$23,000 in revenue from permits and fees.

Significant Program Changes

Last Year this program was: FY 2021: 90021 Land Use Planning

The Code Compliance program was previously included as part of the Land Use Planning program offer. It is being offered as an independent program offer for FY 2022 to more thoroughly explain and depict its importance.

Legal / Contractual Obligation

Program mandates originate from Oregon Revised Statutes Chapter 197.013; the County's agreement to implement the Management Plan for the Columbia Gorge National Scenic Area; Metro Code Title V, specifically 5.10 Regional Waste Plan; and Oregon Revised Statutes 459A and Oregon Administrative Rules Chapter 340-090.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$126,186 | \$0 |
| Contractual Services | \$0 | \$0 | \$42,000 | \$0 |
| Materials & Supplies | \$0 | \$0 | \$15,882 | \$0 |
| Total GF/non-GF | \$0 | \$0 | \$184,068 | \$0 |
| Program Total: | \$0 | | \$184,068 | |
| Program FTE | 0.00 | 0.00 | 1.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

The Code Compliance program is supported by the County General Fund. Metro provides additional support of \$14,000 to assist with the administration of the rural waste hauler and rural recycle at work program.

Significant Program Changes

Last Year this program was:

The Code Compliance program was previously included as part of the Land Use Planning program offer. It is being offered as an independent program offer for FY 2022 to more thoroughly explain and depict its importance.

Department: Community Services **Program Contact:** Carol Johnson
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 90020A, 90020B
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 land use code and comprehensive plan. The program provides current and long-range planning 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 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 natural resources and the rural character by preventing urban sprawl.

The Long-Range Planning program creates, revises and adopts plans, policies, and land use regulations 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 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 Columbia River Gorge Commission recently approved the Gorge 2020 Management Plan Revision in October 2020, and Planning staff will be charged during FY 2022 with amending Chapter 38, Columbia River Gorge National Scenic Area Regulations, in order to conform with the revised Management Plan.

The Current Planning program provides assistance with the land use process to property owners, neighbors, developers, realtors and other agencies 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.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | % of land use decisions made in 120 days | 73% | 60% | 60% | 65% |
| Outcome | Legislative actions completed | 3 | 4 | 5 | 4 |
| Output | Average calendar days to resolve customer inquiries | New | New | 6.5 | 7 |

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 average number of calendar days to resolve customer inquiries received by phone and email.

Legal / Contractual Obligation

Multnomah County must adopt a Comprehensive Plan that meets State planning goals, including implementing regulations as provided under Oregon Revised Statutes 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 |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,403,255 | \$0 | \$1,443,172 | \$26,344 |
| Contractual Services | \$55,000 | \$34,814 | \$89,400 | \$0 |
| Materials & Supplies | \$50,700 | \$0 | \$52,124 | \$0 |
| Internal Services | \$367,052 | \$186 | \$357,289 | \$3,656 |
| Total GF/non-GF | \$1,876,007 | \$35,000 | \$1,941,985 | \$30,000 |
| Program Total: | \$1,911,007 | | \$1,971,985 | |
| Program FTE | 10.00 | 0.00 | 9.78 | 0.22 |

| Program Revenues | | | | |
|-------------------------|------------------|-----------------|------------------|-----------------|
| Fees, Permits & Charges | \$207,000 | \$0 | \$175,000 | \$0 |
| Intergovernmental | \$0 | \$35,000 | \$0 | \$30,000 |
| Service Charges | \$0 | \$0 | \$3,000 | \$0 |
| Total Revenue | \$207,000 | \$35,000 | \$178,000 | \$30,000 |

Explanation of Revenues

This program generates \$3,656 in indirect revenues.

Fees are set and collected for land use permits. We estimate \$178,000 in revenues from land use permits in FY 2022. LUP receives \$30,000 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 2021: 90021 Land Use Planning

In order to enhance the customer experience for permit applicants, expand self-service options, and increase transparency for the community, a new permitting software program will be developed beginning in the third quarter of FY21 with a targeted implementation date of fourth quarter of FY22. This project will replace an at-risk system called PR Navigator, and expand it to include the Transportation Division, County Service Districts, and Code Compliance. As a cloud-based system, it will be accessible from publicly available and personal computers, which will reduce barriers to obtaining information and conducting business. Current Planning staff will be heavily involved in the development of workflows and configuration of the system throughout FY22.

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 Oregon Administrative Rules 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, receives revenue from the Oregon Department of Transportation (ODOT) and provides 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 and TriMet entered into an Intergovernmental agreement in June 2019. Multnomah County began providing shuttle service on Swan Island in July 2019 and to Troutdale Reynolds Industrial Park in January 2020. Rural Transit Planning began in Early 2020 and is currently underway. Multnomah County began providing rural demand response (dial-a-ride) service in November 2020. Planning for the Airport Industrial Area shuttle is underway and the procurement process is anticipated to begin in late FY 21.

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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of rides per month provided in urban areas | N/A | 450 | 1800 | 3000 |
| Outcome | Number of number of rides per month in rural areas | N/A | 10 | 10 | 20 |

Performance Measures Descriptions

The first describes the number of individuals that take a trip on one of the transit routes that are operating between Rose Quarter and Swan Island or between Gresham Transit Center and Troutdale Reynolds Industrial Park (TRIP) and a new route that will operate between the Parkrose Transit Center and the Airport Industrial Area. The second measure describes the number of rides provided outside the TriMet service boundary on the demand response (dial-a-ride) service to get to/from places that don't have regular fixed route service.

Legal / Contractual Obligation

HB 2017 created the 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 | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$1,160,541 | \$0 | \$575,507 |
| Internal Services | \$0 | \$34,847 | \$0 | \$260,896 |
| Unappropriated & Contingency | \$0 | \$38,650 | \$0 | \$633,317 |
| Total GF/non-GF | \$0 | \$1,234,038 | \$0 | \$1,469,720 |
| Program Total: | \$1,234,038 | | \$1,469,720 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|------------|--------------------|------------|--------------------|
| Intergovernmental | \$0 | \$593,263 | \$0 | \$598,480 |
| Interest | \$0 | \$13,200 | \$0 | \$6,600 |
| Beginning Working Capital | \$0 | \$627,575 | \$0 | \$864,640 |
| Total Revenue | \$0 | \$1,234,038 | \$0 | \$1,469,720 |

Explanation of Revenues

This program generates \$23,017 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. The Intergovernmental Revenue reflects the County's share of the revenue.

The Interest earned is estimated based on the Beginning Working Capital balance, which is the carryforward from FY21.

Significant Program Changes

Last Year this program was: FY 2021: 90022 State Transportation Improvement Fund/Transit

Staffing resources at 1.0 FTE will direct time at the STIF program in FY 22. This is due to available STIF funds and a need to staff the ongoing program planning, compliance, reporting, and billing. Labor charges are reflected under internal services category in the Revenue/Expense table above.

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 2022 Payments:

- City of Fairview \$15,299
- City of Troutdale \$18,860
- City of Gresham \$4,315,980
- City of Portland \$36,655,350

Between 1984 and 2021 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 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 Oregon Revised Statutes 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 |
|-------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$41,940,214 | \$0 | \$41,005,489 |
| Total GF/non-GF | \$0 | \$41,940,214 | \$0 | \$41,005,489 |
| Program Total: | \$41,940,214 | | \$41,005,489 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|-------------------------|------------|---------------------|------------|---------------------|
| Intergovernmental | \$0 | \$35,040,214 | \$0 | \$34,205,489 |
| Taxes | \$0 | \$6,900,000 | \$0 | \$6,800,000 |
| Total Revenue | \$0 | \$41,940,214 | \$0 | \$41,005,489 |

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 2021: 90024 City Supplemental Payments

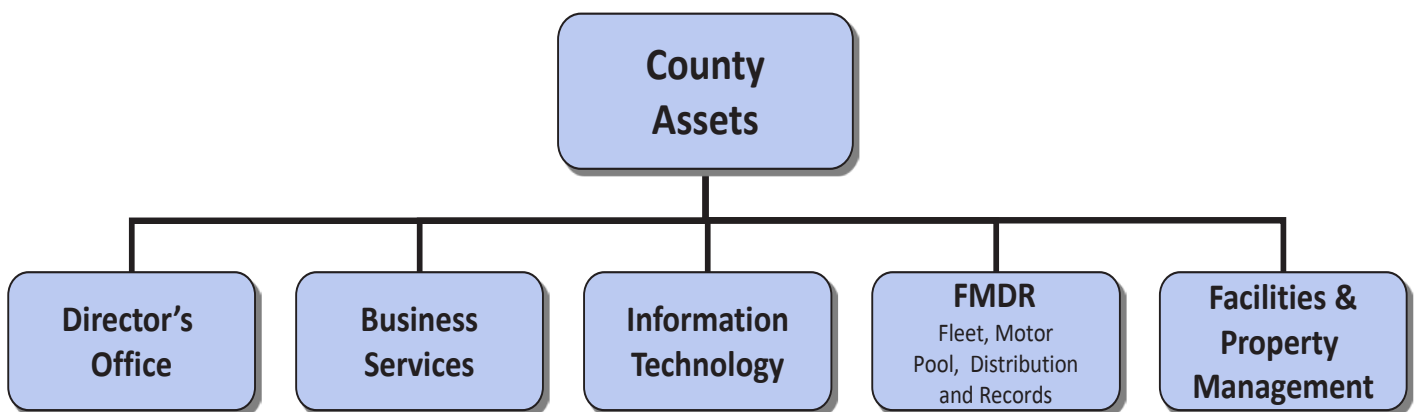
COVID-19 has caused a major decline in gas tax revenue or all transportation agencies, including Multnomah County. The drop in payment planned for the next fiscal year are the result of lower dedicated transportation revenue from the State Highway Fund and County Gas Tax. Payments to both the City of Portland and Gresham are adjusted based on actual revenue the County receives.

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, while leveraging an equity lens throughout its operations and decision-making processes. The DCA Director's Office oversees four divisions and the Director's Office:

- 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 more than 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 maintain and manage fleet and motor pool vehicles; maintain and archive County records; and provide pickup and delivery of mail and other items.
- Business Services Division provides procurement, contracting, finance, capital planning and accounts payable, and other services to DCA. The team also provides countywide strategic sourcing functions and provides procurement, contracting and administrative support to the Department of County Management (DCM) and non-departmental agencies and offices (NOND).

The Director's Office provides strategic leadership and planning, human resources, diversity and equity and budget support for the overall Department. 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 business goals to: Create financial accountability for the County's assets; Streamline processes and implement best practice in asset management; and Provide cost-effective, clientfocused infrastructure and business services.



Budget Overview

The FY 2022 budget for the Department of County Assets (DCA) is \$632.3 million, a \$386.7 million increase from the FY 2021 budget. It includes: \$8.8 million in the General and Video Lottery funds, \$161.4 million in Internal Service funds and \$459.0 million in Capital funds. Internal Service funds are primarily facilities, information technology and fleet related and are funded by charges to all departments. \$3.1 million is budgeted in the Coronavirus (COVID-19) Response Fund.

Increases totaling \$386.7 million include the following: \$385.3 million in the new Multnomah County Library Capital Construction Fund for the construction of Multnomah County libraries, funded by a GO Bond approved by voters. This is offset by reductions in other Capital Funds as project funds are expended or projects are completed.

There is an increase of \$7.1 million and 27.00 FTE in DCA, due to staff additions in the new Multnomah County Library Capital Construction Fund and personnel status changes from limited duration to permanent in the Information Technology Fund. The increase in contractual services is primarily related to the new Multnomah County Library Capital Construction Fund (\$381.0 million).

The following programs are new:

- Library Capital Bond Construction (78228) \$385,303,161.
- Long Term Care Eligibility Tracking System replacement (78301C) \$395,000.
- SQL Server Upgrade and Migration (78301D) \$245,000.
- Non-Medical Transportation and EP&R System Replacements (78301E) \$205,000.
- Digital Access Coordinator (78000B) \$150,000, who would be responsible for tracking barriers to internet access throughout the County, assessing strategies and pilot programs to address these barriers, and aligning the County’s planning with other groups.
- District Attorney’s Email Systems and Public Records (78319B) \$219,803.

| Budget Trends | FY 2020 | FY 2021 | FY 2021 | FY 2022 | Difference |
|----------------------|----------------------|----------------------|-----------------------|-----------------------|----------------------|
| | <u>Actual</u> | <u>Estimate</u> | <u>Adopted Budget</u> | <u>Adopted Budget</u> | |
| Staffing FTE | 347.66 | 357.00 | 357.50 | 384.50 | 27.00 |
| Personnel Services | \$56,647,942 | \$59,890,693 | \$60,591,059 | \$67,652,795 | \$7,061,736 |
| Contractual Services | 117,261,342 | 39,560,534 | 91,611,349 | 469,520,090 | 377,908,741 |
| Materials & Supplies | 45,944,749 | 44,752,674 | 46,541,057 | 50,496,527 | 3,955,470 |
| Internal Services | 34,897,086 | 29,637,488 | 26,401,329 | 27,146,167 | 744,838 |
| Capital Outlay | <u>4,492,657</u> | <u>4,426,035</u> | <u>20,424,679</u> | <u>17,483,705</u> | <u>(2,940,974)</u> |
| Total Costs | \$259,243,776 | \$178,267,425 | \$245,569,473 | \$632,299,284 | \$386,729,811 |

Does not include cash transfers, contingencies or unappropriated balances.

Successes and Challenges

DCA's FY 2021 strategic project accomplishments include:

- Opened the Downtown Courthouse and completed significant renovations of the DCJ East Campus.
- Transitioned thousands of employees to effectively telework.
- Developed a Remote Worker Toolkit.
- Supported the County's COVID-19 response with sizeable support for the Emergency Operations Center, in procurement and contracting, distribution, Facilities shelter response.
- Launched the County's first Long Term Digital Preservation system to preserve and provide access to digital county records of long term value.
- Working with ODE to develop a budget tool to identify equity impacts.

Important projects in process include:

- Developing the Behavioral Health Resource Center.
- Establishing the Library Capital Program Office and securing properties for two new locations.
- Implementing the Fleet Services Strategic Plan.
- Refreshing the overall DCA Strategic Plan.
- Delivering new systems for Corrections Health, Facilities, and County Services as well as addressing obsolete technology within the Technology Improvement Program.

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

- FPM construction projects support sustainability and COBID 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:

- Supply chain: Due to the pandemic, supply chain in both Facilities and Technology has impacted our ability to deliver services at times.
- Leadership: FY 2021 brought key leadership transitions requiring continual reassurance to staff.
- 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.

COVID-19 Impacts

County Assets provides ongoing support to County Departments during the pandemic. The impacts to our organization have been less financial and more about re-prioritizing the focus of our work. A summary of impacts includes:

- Some projects were put on hold: Due to availability of resources, changing priorities, and supply chain, projects in Facilities and IT were interrupted or delayed.
- Staff members moved to support the Emergency Operations Center which created resourcing problems in some areas.
- Many staff members from all divisions supported the COVID response by providing services to the Emergency Operations Center and distancing shelters.
- The CarShare program has been shut down due to lack of demand, with a possibility of reopening in January 2022.
- Ventilation needs have been addressed by replacing air filters with high MERV ratings, adding air scrubbers to some locations, and opening air vents.
- Records Management facility closed to the public which significantly limits the ability to provide access to historic public records.
- More than half of the County's staff members transitioned to work from home. The long-term effect of this transition is unknown. While productivity continues to meet expectations, the long-term toll on interpersonal relationships is unclear.

Diversity, Equity, and Inclusion

DCA makes a significant investment in equity and inclusion. Its leadership team is at the forefront to lead these efforts. The goal of DCA’s equity work is to build an inclusive equitable work culture in DCA where people from all backgrounds feel like they belong, are valued, and empowered to bring their full selves to work. A diverse and inclusive workforce activates talent, engages employees, produces high-quality work, and meets business goals. 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 leadership 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 2022 goals. The DCA Equity and Inclusion Manager is an active member of DCA’s leadership 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 has recommended specific plans to DCA’s HR team to implement the Multnomah County Workforce Equity Strategic Plan (WESP) in DCA. 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 leadership team is committed to being an employer of choice and to provide all employees a work environment where they feel safe bringing their whole self.

Budget by Division

| Division Name | FY 2022 General Fund | Other Funds | Total Division Cost | Total FTE |
|--|----------------------|----------------------|----------------------|---------------|
| DCA Director's Office | \$4,203,547 | \$0 | \$4,203,547 | 18.00 |
| Business Services | 4,572,212 | 0 | 4,572,212 | 28.25 |
| Facilities & Property Management | 0 | 573,044,964 | 573,044,964 | 137.75 |
| Information Technology | 0 | 78,995,567 | 78,995,567 | 174.75 |
| Fleet, Records, Distribution Services & Motor Pool | 0 | 20,478,963 | 20,478,963 | 25.75 |
| COVID-19 & American Rescue Plan | 0 | 3,073,000 | 3,073,000 | 0.00 |
| Total County Assets | \$8,775,759 | \$675,592,494 | \$684,368,253 | 384.50 |

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 Budget and Planning, Human Resource and Business Service Team. The Director's Office works with County departments and elected officials to establish priorities and guidelines to acquire, maintain, monitor, replace, and dispose of assets.

The Director's Office is responsible for developing DCA's strategic direction, creating and nurturing a culture of safety and trust, and providing executive oversight to day to day operations. The Director's Office is responsible for leading key initiatives for the Department including:

- Department's Strategic Plan refresh for FY 2022
- Employee engagement survey and results
- Annual DCA All Staff event designed to foster relationships and communication
- WESP participation and departmental sponsorship of our Equity and Sustainability Action Team
- Space consolidation study that will provide information to guide the County's future facilities footprint

Significant Changes

Program offer 78000 DCA Director's Offer includes \$200,000 supported by the County Chair to begin to address a Countywide Physical Security Program. The program may not ultimately reside within DCA, however the funds are secured herein, and a plan will be developed in partnership with the new Chief Operating Officer.

Program Offer 78001 Human Resources: 1. A Human Resources Analyst 2 (NR) limited duration appointment is being converted to a regular FTE. 2. The Human Resources division reorganized in FY 2021 and 6.00 FTE were transferred to the Department of County Management.

Program Offer 78000B Digital Access Coordinator will be housed under the Director's Office. The Digital Access Coordinator will work with internal and external stakeholder groups Countywide to address the digital access and affordability divide.

Due to COVID 19, the staff in these programs have moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check in meetings. Communication is primarily through email, google hangouts or Google chat, and information is emailed and followed up virtually.

Business Services

The Department of County Assets (DCA) Business Services Division provides the business and finance expertise to support DCA. Business Services serves as the trusted stewards of public dollars and as such provide core accounting functions, ensure internal controls and compliance with GAAP, GASB and GFOA accounting and contracting policies, standards, requirements and best practices. This program provides strategic leadership in finance and accounting, procurement, contracting, and strategic sourcing services to DCA in these three functional areas:

1. Procurement and Contracting provides contract development, negotiation, risk assessment, risk management, vendor management and contract administration in the areas of commercial services, construction, leases, software maintenance, repair, architecture and engineering across County operations.
2. Finance processes accounts payable and accounts receivable transactions, provides grant accounting support, and manages travel and training arrangements to DCA and Non-Departmental agencies.
3. Strategic Sourcing focuses on the selection and sourcing of goods and services applicable to all departments across the County.

DCA Business Services teams participate in Countywide strategic committees such as the Financial Management Forum, Procurement Committees and Finance Users Groups.

Significant Changes

Due to COVID-19, the staff in these programs were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. There have been and continue to be many staff supporting the Emergency Operations Center and Joint Office of Homeless Services in response to the pandemic.

Program offer 78101 Business Services Procurement and Contracting: Personnel changes include a reduction of 1.00 FTE while converting 2.00 Limited Duration Appointments to regular FTE for a net increase of 1.00 FTE. Personnel costs are reduced due to the reduction of FTE and cost recovery from Library Construction fund and Library operations.

Program offer 78104 Business Services Countywide Strategic Sourcing: Personnel changes include an additional 0.25 FTE due to reorganization of Management.

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 supporting 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 Minority-Owned Business, Women-Owned Business, Service Disabled Veteran, Emerging Small Business (MWSDVESB) and Qualified Rehabilitation Facility (QRF) firms for services.

In FY 2022, FPM will continue to support the Joint Office of Homeless Services in their efforts to provide solutions for the houseless community across our County. FPM will work closely with DCA and the Library Capital Bond team to implement the major construction and renovation projects funded by the Library Bond Program. FPM will also support DCHS and their potential space needs for their Preschool for All Program. FPM will continue efforts to support the County's diversity, equity and inclusion goals by ensuring our buildings are welcoming, safe and accessible for all County staff and residents.

Significant Changes

In FY 2021, Facilities and Property Management Division (FPM) underwent an organizational restructure in which a Manager Senior position overseeing capital and client services was reclassified to the FPM Assistant Division Director, expanding the role. Two new teams were added: the Facilities Technology team and the Facilities Systems Analytics team. These teams report to the Assistant Division Director, along with the Project Delivery team and the Property Management team.

Program Offer 78200 sees spend down of \$1.2 million in FY 2021 as special projects are completed. Includes \$500,000 in professional services for upgrade to Tririga software. Program Offer 78202 includes \$500,000 in repairs and maintenance for Occupational Safety and Health Administration (OSHA) mandated HVAC system pipe-labeling project. Program offer 78205 and Program offer 78206 see increase in beginning working capital due to project slow down related to COVID-19. Program Offer 78213 sees \$11.2 million reduction as the Library Bond funding transfers to program offer 78228. Program Offer 78228 is fully funded to support Library capital bond projects.

Program Offer 78900 ARP- Facilities Air Quality Improvements will use \$1.0 million in ARP funding to evaluate, modernize and/or upgrade HVAC systems in County-owned buildings.

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. This has never more been the case than in the pandemic, where employees transitioned overnight to working outside of the office. The mission and vision guide the development and implementation of the County's FY 2022 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. Equity and sustainability are key elements of decision-making when evaluating new processes and technology options through the use of the five Ps of the equity lens.

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 as well as thousands of remote locations, and the technologies required are as diverse as the lines of business.

Significant Changes

Significant changes include the transition of most IT staff to teleworking. During 2020, IT staff upgraded and expanded existing technology to support the transition of thousands of employees from office to home environments. The FY 2022 Budget reflects the conversion of eleven positions from Limited Duration Assignments to Full Time Equivalents. This change has no financial impact, but demonstrates the commitment to a variety of programs supporting equity and inclusion - these roles support Accessibility, Security, Asset Management and key business applications within the Health and General Government Portfolios. IT staff within the Health and Human Services portfolio will work closely to establish the technology necessary to support the new Preschool for All program. The Library Capital Bond Program will also require new and ongoing support as technology is implemented throughout the program. In addition, as the Library redesigns its services to serve residents in the pandemic, new technology will be installed and supported.

The IT Innovation & Investment Projects have three new scaled offers 78301C-E totaling \$845,000 and IT Shared Operating Expenses includes a scaled offer 78316B for a Digital Access Coordinator. Program offer 78901 ARP-Staff Telework Software Bundle \$2.073 million will be used to identify, acquire, and implement new technology to support employees in a hybrid work environment.

Fleet, Motor Pool, Distribution and Records

In the Department of County Assets (DCA), the 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. In FY 2021, Fleet Services implemented our Fleet Business Strategy, a blueprint for our next 3-5 years. FY 2022 will involve completing the priority 1 initiatives that were started in FY 2021, and beginning work on our FY 2022 initiatives. FY 2021 priorities laid the foundation for the customer service centered initiatives slated for FY 2022.
- Motor Pool provides short term vehicle use via a County's program and a third-party vendor.
- 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.
- Records Management supports creation, storage, retrieval, accessibility, protection, preservation, research, destruction and access to public records dating back to 1855; and leads and supports countywide strategic information initiatives.

Significant Changes

COVID-19 impacted programs in the following manner:

- Fleet Services experienced delays in supply chain; decreased technician time due to new sanitation protocols; and loss of personnel time due to COVID-19 exposures.
- Motor Pool leadership shifted County staff to use Motor Pool resources and Enterprise rental car services as CarShare services closed. These shifts in services provided support and essential transportation to County programs during this emergency.
- Distribution services shifted from supporting in-person missions like the school dental team moves and the school based health clinics to more freight movement of palletized supplies.
- Records Management facility closed to the public which significantly limits the ability to provide access to historic public records.

Program Offer 78404 Records Managements increases by 1.00 FTE due the conversion of a limited duration appointment to a regular FTE.

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 2022 General Fund | Other Funds | Total Cost | FTE |
|---|--|----------------------|-------------|-------------|-------|
| DCA Director's Office | | | | | |
| 78000 | DCA Director's Office | \$1,361,505 | \$0 | \$1,361,505 | 4.00 |
| 78000B | Digital Access Coordinator | 150,000 | 0 | 150,000 | 0.00 |
| 78001 | Human Resources | 1,355,300 | 0 | 1,355,300 | 7.00 |
| 78002 | Budget & Planning | 1,336,742 | 0 | 1,336,742 | 7.00 |
| Business Services | | | | | |
| 78101 | Business Services Procurement & Contracting | 2,778,288 | 0 | 2,778,288 | 17.00 |
| 78102 | Business Services Finance | 1,397,252 | 0 | 1,397,252 | 9.00 |
| 78104 | Business Services Countywide Strategic Sourcing | 396,672 | 0 | 396,672 | 2.25 |
| Facilities & Property Management | | | | | |
| 78200 | Facilities Director's Office | 0 | 3,973,765 | 3,973,765 | 9.75 |
| 78201 | Facilities Debt Service and Capital Fee Pass Through | 0 | 6,308,065 | 6,308,065 | 0.00 |
| 78202 | Facilities Operations and Maintenance | 0 | 26,771,039 | 26,771,039 | 76.50 |
| 78203 | Facilities Client Services | 0 | 12,752,843 | 12,752,843 | 9.20 |
| 78204 | Facilities Capital Operation Costs | 0 | 2,296,666 | 2,296,666 | 10.90 |
| 78205 | Facilities Capital Improvement Program | 0 | 19,837,506 | 19,837,506 | 0.00 |
| 78206 | Facilities Capital Asset Preservation Program | 0 | 24,188,920 | 24,188,920 | 0.00 |
| 78207 | Facilities Interiors Group | 0 | 766,205 | 766,205 | 4.40 |
| 78208 | Facilities Utilities | 0 | 6,200,000 | 6,200,000 | 0.00 |
| 78209 | Facilities Lease Management | 0 | 9,387,881 | 9,387,881 | 2.00 |
| 78210A | Facilities Strategic Planning and Projects | 0 | 1,488,032 | 1,488,032 | 6.00 |
| 78210B | Facilities Vance Property Master Plan | 0 | 164,000 | 164,000 | 0.00 |
| 78212 | Facilities Downtown Courthouse | 0 | 6,078,931 | 6,078,931 | 0.00 |
| 78213 | Library Construction Fund | 0 | 7,507,807 | 7,507,807 | 0.00 |
| 78214 | Health Headquarters Construction | 0 | 1,600,000 | 1,600,000 | 0.00 |
| 78215 | South East Health Center | 0 | 2,920,000 | 2,920,000 | 0.00 |
| 78218 | MCSO Facilities Relocation and Reconfiguration | 0 | 1,377,869 | 1,377,869 | 0.00 |
| 78220 | DCJ East County Campus | 0 | 546,509 | 546,509 | 0.00 |
| 78221 | MCDC Detention Electronics | 0 | 274,400 | 274,400 | 0.00 |
| 78227 | MCSO River Patrol Boathouses Capital Improvements | 0 | 1,682,717 | 1,682,717 | 0.00 |

County Assets

fy2022 adopted budget

| Prog. # | Program Name | FY 2022 General Fund | Other Funds | Total Cost | FTE |
|--|--|----------------------|-------------|-------------|-------|
| Facilities & Property Management (contd.) | | | | | |
| 78228 | Library Capital Bond Construction | 0 | 436,041,796 | 436,041,796 | 19.00 |
| 78233 | Justice Center Critical Electrical System Upgrade | 0 | 880,013 | 880,013 | 0.00 |
| Information Technology | | | | | |
| 78301A | IT Innovation & Investment Projects | 0 | 963,244 | 963,244 | 0.00 |
| 78301B | Pre-School for All Technology Solution | 0 | 1,200,000 | 1,200,000 | 0.00 |
| 78301C | Technology Improvement Program-Long Term Care Eligibility Tracking System replacement | 0 | 395,000 | 395,000 | 0.00 |
| 78301D | Technology Improvement Program-SQL Server Upgrade and Migration | 0 | 245,000 | 245,000 | 0.00 |
| 78301E | Technology Improvement Program-Non-Medical Transportation and EP&R System Replacements | 0 | 205,000 | 205,000 | 0.00 |
| 78302 | IT Planning, Projects & Portfolio Management | 0 | 2,528,429 | 2,528,429 | 10.00 |
| 78303 | IT Help Desk Services | 0 | 1,249,474 | 1,249,474 | 8.75 |
| 78304 | IT Telecommunications Services | 0 | 2,652,100 | 2,652,100 | 5.00 |
| 78305 | IT Mobile Device Expense Management | 0 | 1,798,764 | 1,798,764 | 1.00 |
| 78306 | IT Network Services | 0 | 4,322,377 | 4,322,377 | 7.00 |
| 78307 | IT Desktop Services | 0 | 2,716,682 | 2,716,682 | 17.50 |
| 78308 | IT Asset Replacement | 0 | 9,096,028 | 9,096,028 | 0.00 |
| 78309 | IT Health and Human Services Application Services | 0 | 2,413,346 | 2,413,346 | 7.00 |
| 78310 | IT Public Safety Application Services | 0 | 3,923,464 | 3,923,464 | 19.00 |
| 78311 | IT General Government Application Services | 0 | 1,924,815 | 1,924,815 | 9.00 |
| 78312 | IT Data & Reporting Services | 0 | 7,659,679 | 7,659,679 | 32.00 |
| 78313 | IT ERP Application Services | 0 | 4,002,823 | 4,002,823 | 7.00 |
| 78314 | IT Enterprise and Web Application Services | 0 | 5,462,302 | 5,462,302 | 14.00 |
| 78315 | IT Library Application Services | 0 | 430,261 | 430,261 | 2.00 |
| 78316 | IT Shared Operating Expenses | 0 | 14,876,032 | 14,876,032 | 4.75 |
| 78317 | IT Data Center & Technical Services | 0 | 5,905,408 | 5,905,408 | 24.75 |
| 78319 | IT-District Attorney's Alfresco System Stabilization and Upgrade | 0 | 749,469 | 749,469 | 0.00 |
| 78319B | IT District Attorney's Email Systems and Public Records | 0 | 219,803 | 219,803 | 0.00 |
| 78322 | Electronic Medical Records Corrections Health Juvenile Detention | 0 | 771,719 | 771,719 | 0.00 |
| 78323 | Capital Project Management Software | 0 | 744,887 | 744,887 | 0.00 |
| 78327 | IT Cybersecurity and Data Compliance Services | 0 | 2,539,461 | 2,539,461 | 6.00 |

County Assets

fy2022 adopted budget

| Prog. # | Program Name | FY 2022 General Fund | Other Funds | Total Cost | FTE |
|--|---|----------------------|----------------------|----------------------|---------------|
| Fleet, Motor Pool, Distribution and Records | | | | | |
| 78400 | Fleet Services | 0 | 5,250,868 | 5,250,868 | 11.00 |
| 78401 | Fleet Vehicle Replacement | 0 | 9,766,523 | 9,766,523 | 0.00 |
| 78402 | Motor Pool | 0 | 1,435,718 | 1,435,718 | 2.25 |
| 78403 | Distribution Services | 0 | 1,722,058 | 1,722,058 | 6.50 |
| 78404 | Records Management | 0 | 2,303,796 | 2,303,796 | 6.00 |
| COVID-19 & American Rescue Plan | | | | | |
| 78900 | ARP - Facilities Air Quality Improvements | 0 | 1,000,000 | 1,000,000 | 0.00 |
| 78901 | ARP - Staff Telework Software Bundle | 0 | 2,073,000 | 2,073,000 | 0.00 |
| | Total County Assets | \$8,775,759 | \$675,592,494 | \$684,368,253 | 384.50 |

Includes cash transfers, contingencies and unappropriated balances

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Department: County Assets **Program Contact:** Tracey Massey
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, motor pool, records and archive management, distribution services, and related functions. The Director's Office is also responsible for ensuring department-wide engagement in strategic countywide initiatives including the Climate Action Plan, the Workforce Equity Strategic Plan, and the COVID-19 Response.

Program Summary

DCA actively plans, acquires, implements, and preserves core assets to effectively advance Multnomah County's services to the community. The goals of DCA include delivering innovative responses to the emerging trends that affect the way the County does business and applying a systems perspective to the work of DCA that mutually supports economic, equitable, social, and environmental goals. The DCA director's office provides leadership, strategic direction, operational assessment and accountability to ensure these goals are met.

The DCA Director's Office aligns DCA's strategic direction with broad programs throughout the County by applying our core values of equity, collaboration, innovation, and integrity to all of the work that we do. We incorporate these values into all of our decision making and prioritization processes and demonstrate them through our operations and relationships with other departments. We continue to work to make sure that safety, trust, and belonging is experienced at every County site, whether physical or online and throughout County services. Our success can be measured and tied to our own employees' sense of belonging.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Percentage of employees responding to engagement survey | N/A | N/A | 50 | 52 |
| Outcome | Employee engagement score indicating overall sense of belonging | N/A | N/A | 30 | 32 |

Performance Measures Descriptions

PM #1 Output - Percentage of employees responding to monthly engagement survey
 PM #2 Outcome - Measures employee sense of belonging and engagement

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$789,399 | \$0 | \$902,687 | \$0 |
| Contractual Services | \$35,205 | \$0 | \$290,861 | \$0 |
| Materials & Supplies | \$92,115 | \$0 | \$53,591 | \$0 |
| Internal Services | \$46,243 | \$0 | \$114,366 | \$0 |
| Total GF/non-GF | \$962,962 | \$0 | \$1,361,505 | \$0 |
| Program Total: | \$962,962 | | \$1,361,505 | |
| Program FTE | 4.00 | 0.00 | 4.00 | 0.00 |

| Program Revenues | | | | |
|-----------------------|------------------|------------|--------------------|------------|
| Other / Miscellaneous | \$999,160 | \$0 | \$1,291,156 | \$0 |
| Total Revenue | \$999,160 | \$0 | \$1,291,156 | \$0 |

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 supporting Facilities and Property Management, Information Technology, Fleet and Distribution funds.

Significant Program Changes

Last Year this program was: FY 2021: 78000 DCA Director's Office

No COVID budget impact. Due to the pandemic, most work has transitioned to a remote setting.

This offer includes a \$200,000 increase in Professional Services supported by the County Chair to begin to address a Countywide Physical Security Program. The program may not ultimately reside within DCA, however the funds are secured herein, and a plan will be developed in partnership with the new Chief Operating Officer.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$150,000 | \$0 |
| Total GF/non-GF | \$0 | \$0 | \$150,000 | \$0 |
| Program Total: | \$0 | | \$150,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

This program offer is funded by one-time-only general funds.

Significant Program Changes

Last Year this program was:

Department: County Assets

Program Contact: Susan Yee

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The goal of the Human Resources (HR) team is to support Department of County Asset (DCA) employees by recruiting; hiring; onboarding; developing; and sustaining a healthy, diverse, and inclusive workforce. The HR team demonstrates the County's values of social justice, stewardship, sustainability and innovation by providing direct employee relations and workforce equity related services for about 350 employees and contingent workers for DCA. This team is under the direction of the Human Resources Manager and reports to the DCA Director.

Program Summary

To achieve our goal of "a healthy, diverse, and inclusive workforce", the HR team is a strategic business partner for managers and employees in numerous ways. HR staff work directly with managers on succession planning, workforce development, and managing job recruitments while ensuring compliance with the civil service process. They help monitor the timely and thorough completion of performance plans and appraisals, as well as advise managers on appropriate evaluation criteria and processes for all employees. They maintain employee information systems, data entry, complex records management and compliance, including timekeeping and required training. With respect to labor relations, the HR team interprets collective bargaining agreements and personnel rules, and participates on labor/management and bargaining teams. We work to ensure department compliance with the county's compensation and classification plans and policies.

The HR team also provides leadership, strategic planning and accountability regarding workforce diversity, equity and inclusion (DEI). To understand the unique needs and goals of DCA employees, we utilize several methods including: Countywide employee survey data, department pulse survey data, direct employee and group feedback sessions. HR staff create effective DEI strategies and tools for employees and managers, participate in the department equity action team and collaborate with the Complaints Investigation Unit (CIU) to make sure we are supporting employees most negatively impacted.

This program is an administrative program within DCA providing a full range of HR services to approximately 350 regular and limited duration employees and approximately 20 temporary and/or on-call employees of the DCA divisions, which in turn serve the other County Departments. The supported employees include 190 members of AFSCME Local 88, 16 members in IUOE Local 701 (Operating Engineers) and 20 members of IBEW Local 48 (Electrical Workers). Additionally, there are 62 executive and management employees. All DCA employees can request HR services at any time by directly contacting the HR team.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of positions hired | 101 | 45 | 75 | 99 |
| Outcome | All new DCA staff are effectively onboarded | N/A | N/A | 75% | 100% |
| Output | Number of persons completing trial service. | 46 | 11 | 50 | 75 |

Performance Measures Descriptions

OUTCOME: All new DCA staff are effectively onboarded.
 PM #1 Output - Number of positions hired.
 PM #2 Output - Number of persons completing trial service.

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 matters. Multnomah County Home Rule Charter including any Executive Orders, Administrative and Personnel Rules that are adopted. 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,862,750 | \$0 | \$1,169,882 | \$0 |
| Contractual Services | \$5,000 | \$0 | \$15,000 | \$0 |
| Materials & Supplies | \$14,700 | \$0 | \$12,048 | \$0 |
| Internal Services | \$245,650 | \$0 | \$158,370 | \$0 |
| Total GF/non-GF | \$2,128,100 | \$0 | \$1,355,300 | \$0 |
| Program Total: | \$2,128,100 | | \$1,355,300 | |
| Program FTE | 12.00 | 0.00 | 7.00 | 0.00 |

| Program Revenues | | | | |
|-----------------------|--------------------|------------|--------------------|------------|
| Other / Miscellaneous | \$1,232,721 | \$0 | \$1,355,300 | \$0 |
| Total Revenue | \$1,232,721 | \$0 | \$1,355,300 | \$0 |

Explanation of Revenues

Costs of the HR team are allocated proportionately among users. 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 2021: 78103 Administrative Hub Human Resources

Due to COVID 19, the staff in this program have moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check in meetings. Communication is primarily through email, google hangouts or google chat, and information is emailed and followed up virtually. This includes running virtual recruitment processes versus in-person interviews. The HR Team spends a significant amount of time providing consultation on workplace safety, leave rules, and other workplace impacts from the pandemic as well as advising on appropriate protocols to maintain safe working conditions. The HR team takes WESP principles into consideration when responding to COVID. Total of 5.00 FTE reductions from FY 2021 due to reorganization (6.00 FTE transferred to County Management and 1.00 FTE converted limited duration appointment to regular FTE in County Assets)

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 provides financial planning, forecasting, and reporting services to the Department of County Assets (DCA) and development of Countywide cost allocations and recovery for DCA's internal services. Equity is incorporated throughout all phases of the budget process, from development and planning all the way through implementation, measurement, and evaluation.

Program Summary

This program is a DCA administrative program and reports to the DCA director. Services are provided to DCA divisions, County departments, and external stakeholders. These services include providing planning and structure for the DCA funding, allocate costs equitably across the County and within DCA divisions, provide tools for budgeting and model scenarios, monitors budget to actual spend to ensure funding decisions are meeting intended targets, align with DCA and County values around equity and inclusion, and to determine if underserved populations are impacted by funding decisions. Funding decisions are discussed within DCA, the Chair's Office, Central Budget, County departments and with the Community Budget Advisory Board (CBAC).

This program coordinates Countywide annual internal service rate development and capital planning, monitor and report on internal services, Countywide asset management, capital improvement funds and large capital projects. The team also prepares monthly internal service cost allocation journal entries to recover costs from County departments and external stakeholders. Provide recommendations and data on internal cost allocation methods and strategies, capital planning and spending, and planning for long-term obligations.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Monthly and/or quarterly current year estimates meetings with Management | N/A | N/A | N/A | 100% |
| Outcome | Monitor and communicate actual expenditures to budget ensuring funding decisions are followed | N/A | N/A | N/A | 100% |

Performance Measures Descriptions

Monitor and communicate actual expenditures to budget to ensure funding decisions are followed. Create awareness and inform decision makers.

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 |
|-------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,152,784 | \$0 | \$1,188,015 | \$0 |
| Contractual Services | \$400 | \$0 | \$0 | \$0 |
| Materials & Supplies | \$7,200 | \$0 | \$19,154 | \$0 |
| Internal Services | \$117,391 | \$0 | \$129,573 | \$0 |
| Total GF/non-GF | \$1,277,775 | \$0 | \$1,336,742 | \$0 |
| Program Total: | \$1,277,775 | | \$1,336,742 | |
| Program FTE | 7.00 | 0.00 | 7.00 | 0.00 |

| Program Revenues | | | | |
|-------------------------|--------------------|------------|--------------------|------------|
| Other / Miscellaneous | \$1,298,407 | \$0 | \$1,336,742 | \$0 |
| Total Revenue | \$1,298,407 | \$0 | \$1,336,742 | \$0 |

Explanation of Revenues

Costs are allocated and recovered 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 2021: 78100 Administrative Hub Budget & Planning

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually.

Department: County Assets

Program Contact: Mark Lewis

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The goal of the Procurement and Contracting team within the Business Services Division of the Department of County Assets (DCA) is to balance the risk to the County with the work that needs to be done. This is accomplished through the Procurement and Contracting processes within the Department of County Assets. We support the people that serve our community.

Program Summary

The program provides consultation and oversight of the contracting and procurement process for departmental and non departmental personnel. This can include, but is not limited to, contracts in the areas of goods, services, personal services, construction, and information technology. We collaborate with departmental and non departmental personnel on administrative policies and implementation of best practices. The program reports to the department's Business Services/Deputy Director.

We align with county values of stewardship, partnership and service. Our stewardship is maintained through managing risk for the County. Our partnership is shown through our collaboration with departmental and non departmental personnel, understanding their operational needs, and together achieving their goals. Our service and commitment is shown through our timely and proactive customer service.

DCA Procurement and Contracting practices support of County sustainability and diversity goals via business processes and procedures, which identify and contract with companies that demonstrate sustainable business practices, as well as those that are of diverse ownership and demonstrate equitable staffing and business practices.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Percentage of solicitations completed within the agreed upon timeline. | N/A | N/A | N/A | 85% |
| Outcome | Percentage of Purchase Orders delivered by requested delivery date | N/A | N/A | N/A | 85% |

Performance Measures Descriptions

PM #1 Output– Measures suppliers' ability to respond to solicitations in an accurate and timely manner.

PM #2 Outcome – Measures suppliers' ability to deliver goods and services by the requested delivery.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$2,607,734 | \$0 | \$2,395,034 | \$0 |
| Materials & Supplies | \$27,915 | \$0 | \$34,275 | \$0 |
| Internal Services | \$307,718 | \$0 | \$348,979 | \$0 |
| Total GF/non-GF | \$2,943,367 | \$0 | \$2,778,288 | \$0 |
| Program Total: | \$2,943,367 | | \$2,778,288 | |
| Program FTE | 16.00 | 0.00 | 17.00 | 0.00 |

| Program Revenues | | | | |
|-----------------------|--------------------|------------|--------------------|------------|
| Other / Miscellaneous | \$2,617,457 | \$0 | \$2,521,810 | \$0 |
| Total Revenue | \$2,617,457 | \$0 | \$2,521,810 | \$0 |

Explanation of Revenues

Costs 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 DCA divisions (Facilities, Information Technology, Fleet, and Distribution Funds), and reimburse the General Fund for these services.

Significant Program Changes

Last Year this program was: FY 2021: 78101 Administrative Hub Procurement & Contracting

Personnel changes include a reduction of 1.00 FTE while adding 2.00 FTE from Limited Duration Appointments for a net increase of one FTE.

Personnel costs are reduced due to 2.00 FTE posting their expenses directly to the Library (one to the Library Capital Bond Fund [program 78228] and the other to Library operations).

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. Covid19 related expenses are monitored and tracked. There have been and continue to be many staff supporting the Emergency Operations Center and Joint Office of Homeless Services in response to the pandemic.

Department: County Assets

Program Contact: Mark Lewis

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Department of County Assets (DCA) Business Services Finance team is one of the three service teams in the DCA Business Services Division. This team provides accounts receivable, accounts payable, capital project accounting, grant accounting, travel arranging and reconciliation, procurement card management services, and general accounting support to the DCA and to Non-Departmental County agencies and offices.

Program Summary

This program supports DCA and Non-Departmental offices with administrative services which include capital project accounting and administration, accounts receivable, accounts payable, grant accounting, travel arranging and reconciliation, procurement card management services, and general accounting support. This program reports to the departmental Business Services/Deputy Director.

Support also includes collaboration with departmental partners in the review, modification, and implementation of Administrative Procedures, county policies, and established fiscal processes to help ensure barriers for small, locally owned organizations are removed when conducting business with the county by balancing risk with fairness and equity. We also strive to remove barriers to county employees when travelling on County business, using County issued credit cards, and all other administrative processes and functions.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Maintain quarterly aged receivable balance below \$100,000. | \$191,677 | \$100,000 | \$53,744 | 100,000 |
| Outcome | Percent of invoices entered and paid within standard net 30 | 88% | 88% | 88% | 90% |

Performance Measures Descriptions

PM1 - This measure will show we are collecting from agencies in a timely manner and help improve the County's overall cash position.

PM2 - This measure will show we are entering in invoices and paying our vendors in a timely manner.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,227,492 | \$0 | \$1,247,059 | \$0 |
| Materials & Supplies | \$4,550 | \$0 | \$14,297 | \$0 |
| Internal Services | \$119,667 | \$0 | \$135,896 | \$0 |
| Total GF/non-GF | \$1,351,709 | \$0 | \$1,397,252 | \$0 |
| Program Total: | \$1,351,709 | | \$1,397,252 | |
| Program FTE | 9.00 | 0.00 | 9.00 | 0.00 |

| Program Revenues | | | | |
|-----------------------|------------------|------------|--------------------|------------|
| Other / Miscellaneous | \$966,265 | \$0 | \$1,174,647 | \$0 |
| Total Revenue | \$966,265 | \$0 | \$1,174,647 | \$0 |

Explanation of Revenues

Costs 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 2021: 78102 Administrative Hub Finance

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. Covid related expenses are monitored and tracked. There have been and continue to be many staff supporting the Emergency Operations Center and Joint Office of Homeless Services in response to the pandemic.

Department: County Assets

Program Contact: Mark Lewis

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Strategic Sourcing team allows the County to consolidate its purchasing power to find the best possible values in the marketplace and align the purchasing strategy with County goals. This team optimizes the sourcing process through ongoing market analysis and aggregation of County needs. This team resides within the Business Services Division of the Department of County Assets.

Program Summary

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.

The process begins with analyzing the County needs and historical spending, followed by outlining a strategic plan, and then conducting data collection and market analysis that guides selection of a roster of suppliers. Strategic Sourcing initiatives primarily support for 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. The Strategic Sourcing unit reports to the Business Services/Deputy Director.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Percentage of strategic sourcing contracts reviewed and amended for emergency operations priority. | N/A | N/A | N/A | 80% |
| Outcome | To increase total spend for Strategic Sourcing contracts | N/A | N/A | \$35.5M | \$41.25M |

Performance Measures Descriptions

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$257,881 | \$0 | \$345,091 | \$0 |
| Materials & Supplies | \$500 | \$0 | \$4,820 | \$0 |
| Internal Services | \$40,950 | \$0 | \$46,761 | \$0 |
| Total GF/non-GF | \$299,331 | \$0 | \$396,672 | \$0 |
| Program Total: | \$299,331 | | \$396,672 | |
| Program FTE | 2.00 | 0.00 | 2.25 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

This program is funded in the General Fund.

Significant Program Changes

Last Year this program was: FY 2021: 78104 Countywide Strategic Sourcing

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. Covid related expenses are monitored and tracked. There have been and continue to be many staff supporting the Emergency Operations Center and Joint Office of Homeless Services in response to the pandemic.

Personnel changes include 0.25 FTE added due to reorganization of Management; 0.25 FTE reduced from Program offer 78316 IT Shared Operating Expenses.

Department: County Assets

Program Contact: Dan Zalkow

Program Offer Type: Internal Service

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 departments. It directs and supports the policies, strategies, and operations of the Facilities and Property Management (FPM) Division across all County occupied facilities.

Program Summary

The Facilities Director's Office provides oversight and direction to ensure the functionality and safety of the County's buildings environment through integration of people, places, processes, and technology. FPM works with County departments to create safe and cost effective work environments for County programs in a range of facilities, that include office spaces, detention centers, health clinics and libraries. The Director's Office includes the Technology, Systems Analytics and Building Data Management Center teams which support all FPM work and an Energy Management Specialist who coordinates and manages utilities expenses in program offer 78208 Facilities Utilities.

The Office provides leadership and cohesive management of the division work units that centralize and maintain all critical building information, coordinate technology systems, administer division-wide processes, coordinate process improvement projects, and oversee key performance and benchmark metrics.

The Office also ensures that Countywide goals and initiatives guide FPM strategies and activities. FPM supports the Department of County Assets carbon reduction and County Climate Action Plan goals through energy and utility strategies. FPM also supports the County's diversity, equity and inclusion goals by working to support the following FPM specific goals:

- Buildings are welcoming, safe and accessible for County staff (including those in FPM) and residents, regardless of their background or situation;
- Responses to work requests are handled equitably;
- A wide range of voices are heard and considered when designing FPM projects; and
- Buildings are renovated and built in ways that are welcoming and accessible to everyone.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of goals among 10 where significant progress is made in the division's DEI Readiness Action Plan | N/A | N/A | 2 | 8 |
| Outcome | Annual calculated FPM employee engagement score as a measure of an inclusive environment | N/A | N/A | 25 | 28 |

Performance Measures Descriptions

Output: FPM's DEI Readiness Action Plan includes ten areas of focus developed that support the County's DEI goals.
 Outcome: Measures employee engagement through a monthly one-question survey.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$1,589,500 | \$0 | \$1,559,165 |
| Contractual Services | \$0 | \$1,168,221 | \$0 | \$511,125 |
| Materials & Supplies | \$0 | \$101,509 | \$0 | \$64,906 |
| Internal Services | \$0 | \$1,764,503 | \$0 | \$1,838,569 |
| Total GF/non-GF | \$0 | \$4,623,733 | \$0 | \$3,973,765 |
| Program Total: | \$4,623,733 | | \$3,973,765 | |
| Program FTE | 0.00 | 10.25 | 0.00 | 9.75 |

| Program Revenues | | | | |
|---------------------------|------------|----------------|------------|------------------|
| Other / Miscellaneous | \$0 | (\$224) | \$0 | \$0 |
| Beginning Working Capital | \$0 | \$0 | \$0 | \$500,000 |
| Total Revenue | \$0 | (\$224) | \$0 | \$500,000 |

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. 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. In FY22 \$500K of reserves revenue funds a TRIRIGA (building data system) upgrade.

Significant Program Changes

Last Year this program was: FY 2021: 78200 Facilities Director's Office

- With COVID-19, the Technology, Building Data Management Center and Systems Analytics teams are working 100% remotely.
- Contractual services included \$1.2M in the FY21 budget for reserves-funded special projects across the division and those lines were removed for FY22.
- The FY22 budget includes \$500K for a TRIRIGA building data system upgrade funded by reserves.
- A 1.0 FTE Administrative Analyst position was eliminated in the FY22 budget constraint. Otherwise FTE changes reflect reallocation of admin support and management positions across FPM.

Department: County Assets

Program Contact: Dan Zalkow

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. This program offer is an accounting pass-through for the County departments and external tenants' capital fees paid to the Facilities Capital Improvement (78205), Facilities Asset Preservation (78206) and County Debt Service (10026) programs.

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 Chief Financial Officer and approved by the Board of County Commissioners. In FY 2022 debt payments support the new Central Courthouse, the Gladys McCoy Health Headquarters and Department of Community Justice (DCJ) East Campus.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Percent of accurate and complete annual allocations to departments | 100% | 100% | 100% | 100% |
| Outcome | Percent accurate and complete building occupancy data for accurate allocations | 100% | 100% | 100% | 100% |

Performance Measures Descriptions

Output: FPM provides accurate billing for debt service and capital fee pass through expenses

Outcome: FPM 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 | 2021 | 2021 | 2022 | 2022 |
| Internal Services | \$0 | \$5,976,981 | \$0 | \$5,977,731 |
| Cash Transfers | \$0 | \$332,066 | \$0 | \$330,334 |
| Total GF/non-GF | \$0 | \$6,309,047 | \$0 | \$6,308,065 |
| Program Total: | \$6,309,047 | | \$6,308,065 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|-------------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$5,944,928 | \$0 | \$5,945,698 |
| Total Revenue | \$0 | \$5,944,928 | \$0 | \$5,945,698 |

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 2021: 78201 Facilities Debt Service and Capital Fee Pass Through

No Covid-19 impact to this program offer

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 range of services to ensure that operations of over 140 Multnomah County buildings, that occupy over 3.5 million square feet, are not only safe and efficient, but also meet County program requirements. This program operates, maintains, and repairs the mechanical, electrical, and structural systems across buildings and is subject to regulation under numerous federal, state, and local laws, codes, and mandates.

Program Summary

This program consists of 76.5 FTE in 8 trade groups and a Dispatch team who work 24 hours a day, 365 days a year, to maintain the County's diverse facility portfolio along with its building systems and equipment assets. Management prioritizes resources across all work based on safety and equity impacts in an effort to provide welcoming, safe, efficient and functional facilities that serve our most vulnerable populations

Maintenance activities are either reactive or preventative. Trades perform reactive work when boilers, air handlers, toilets, doors and other building system components fail and need immediate repair. Preventative maintenance, such as filter, fluid, belt and motor replacements, reduce the need for reactive work, minimizes capital repairs and unscheduled shutdowns, and extends equipment and facility life, which in turn mitigates costs. This work to optimize equipment and systems supports the County's Climate Action Plan goals, through energy and resource conservation.

Other program work includes coordination and distribution of communication related to building activities and emergency events; management of inclement weather response; and client-department and public relationship management.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|---------------------|--|--------------------|----------------------|----------------------|-------------------|
| Output | Percentage of Preventive Maintenance to Reactive Maintenance | 65% | 60% | 50% | 60% |
| Outcome | Customer Satisfaction Rating | 95% | 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$10,724,001 | \$0 | \$11,174,320 |
| Contractual Services | \$0 | \$329,535 | \$0 | \$353,465 |
| Materials & Supplies | \$0 | \$12,714,982 | \$0 | \$13,297,783 |
| Internal Services | \$0 | \$1,804,529 | \$0 | \$1,945,471 |
| Capital Outlay | \$0 | \$42,630 | \$0 | \$0 |
| Total GF/non-GF | \$0 | \$25,615,677 | \$0 | \$26,771,039 |
| Program Total: | \$25,615,677 | | \$26,771,039 | |
| Program FTE | 0.00 | 76.50 | 0.00 | 76.50 |

| Program Revenues | | | | |
|---------------------------|------------|---------------------|------------|---------------------|
| Other / Miscellaneous | \$0 | \$36,579,295 | \$0 | \$37,402,011 |
| Beginning Working Capital | \$0 | \$3,341,034 | \$0 | \$951,000 |
| Service Charges | \$0 | \$1,055,073 | \$0 | \$993,661 |
| Total Revenue | \$0 | \$40,975,402 | \$0 | \$39,346,672 |

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. In FY 2022 \$330K of reserves revenue is used to offset temporary loss of Multnomah Garage revenue with COVID-19 and \$500K of reserves revenue funds an OSHA mandated HVAC systems pipe-labeling project.

Significant Program Changes

Last Year this program was: FY 2021: 78202 Facilities Operations and Maintenance

COVID-19 impacts have caused added work across groups: Client requests for plexiglass additions to cubicles and other work spaces have added a significant increase to the carpenter shop workload; OSHA requirements for increased air circulation standards have caused an increase in the HVAC team's workload to include increased system programming and manual air filter replacements; and additional shelters for social distancing added an increased workload across all teams. In FY 2022 \$330K of reserves revenue is used to offset temporary loss of Multnomah Garage revenue with COVID-19 and \$500K of reserves revenue funds an OSHA mandated HVAC systems pipe-labeling project.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$1,523,235 | \$0 | \$1,550,178 |
| Contractual Services | \$0 | \$9,398,964 | \$0 | \$10,089,001 |
| Materials & Supplies | \$0 | \$470,847 | \$0 | \$770,443 |
| Internal Services | \$0 | \$322,635 | \$0 | \$343,221 |
| Total GF/non-GF | \$0 | \$11,715,681 | \$0 | \$12,752,843 |
| Program Total: | \$11,715,681 | | \$12,752,843 | |
| Program FTE | 0.00 | 9.25 | 0.00 | 9.20 |

| Program Revenues | | | | |
|-------------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$4,372,266 | \$0 | \$4,999,708 |
| Total Revenue | \$0 | \$4,372,266 | \$0 | \$4,999,708 |

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 2021: 78203 Facilities Client Services

The contractual services increase includes \$0.10M for enhanced air filters, \$0.23M for enhanced custodial work, and \$0.37M for enhanced security, that client departments request to address specific program needs above standard base service work for the building. FTE changes are from reallocation of manager resources across groups within FPM.

Department: County Assets **Program Contact:** Kate Vance
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs: 78205, 78206, 78213
Program Characteristics:

Executive Summary

The Capital Improvement Program manages the County's long-term improvement and replacement plan for the major building systems in County owned buildings. The program houses the personnel and operating costs associated with the Capital Improvement Program, prioritizes required work with available resources and provides management and oversight of all the required improvements, construction, renovation, and capital maintenance work in these buildings. Decisions are based on these priorities: life, safety, fire, and equity. The majority of the funding for this offer comes from the Capital Improvement Program (CIP), Asset Preservation (AP), and Library Construction Fund fees.

Program Summary

This program provides project management services including planning, design, and construction services. Project Managers ensure compliance with policies and statutory requirements including Federal, State and local regulations, Green Building policies, and COBID policies. They incorporate sustainable practices in accordance with County policies and the Climate Action Plan. Project managers are also responsible for coordinating project activities with building users (both internal and external users), consultants, and contractors, and are a resource for improving service delivery programs' operations in association with capital improvements. The result is buildings that are usable and functional for their intended uses.

Project Managers assure that County capital projects are completed as planned and within their approved budgets. The Project Manager duties, in addition to Capital Improvement Program projects (CIP, Asset Preservation, and Library District) include coordinating service request work from departments, while taking into account the needs of operating programs and the need to accomplish work in a cost effective manner.

This program supports clients internal to Multnomah County to ensure the physical environment supports Multnomah County needs. The majority of the funding for this offer comes from the Capital Improvement Program (CIP), Asset Preservation (AP), and Library Construction Fund fees. However, this group also supports client-funded projects.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Percent of projects planned for completion during a fiscal year that are completed in that fiscal year. | 67% | 70% | 80% | 70% |
| Outcome | Percent of Primary Owned Buildings rated as Tier 1. | 63% | 67% | 63% | 63% |

Performance Measures Descriptions

PM #1: Percent of projects planned for completion during a fiscal year that are completed in that fiscal year. Due resource limitations, some planned FY21 projects will be completed in FY22. Includes client funded projects completed by Building Improvements Group.

PM #2: Percent of Primary Owned Buildings rated as Tier 1 vs Tier 2 or 3. Goal is to maintain or increase Tier 1.

Legal / Contractual Obligation

There are a number of projects carrying over into FY 2022 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$1,083,029 | \$0 | \$1,111,966 |
| Materials & Supplies | \$0 | \$28,126 | \$0 | \$80,626 |
| Internal Services | \$0 | \$836,907 | \$0 | \$1,104,074 |
| Total GF/non-GF | \$0 | \$1,948,062 | \$0 | \$2,296,666 |
| Program Total: | \$1,948,062 | | \$2,296,666 | |
| Program FTE | 0.00 | 10.20 | 0.00 | 10.90 |

| Program Revenues | | | | |
|-----------------------|------------|------------------|------------|------------------|
| Other / Miscellaneous | \$0 | \$909,983 | \$0 | \$789,070 |
| Total Revenue | \$0 | \$909,983 | \$0 | \$789,070 |

Explanation of Revenues

This program is primarily funded by the Asset Preservation (2509) funds.

AP Fees: \$789,070

Significant Program Changes

Last Year this program was: FY 2021: 78204 Facilities Capital Operation Costs

- Internal service increase due to the program receiving its portion of the Administrative Hub Service charge.
- 1.00 FTE Project Manager added in FY 2022 to support execution of the AP, CIP, and LIB5 year capital improvement plan.
- Other FTE changes are reflection of reallocation of resources within FPM
- Due to Covid19 the staff in this program were moved to primarily teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. Projects have slowed due to shortages on materials, longer lead times, slower trade production due to physical distancing requirements, and longer times to gain permits and other reviews by Authorities having Jurisdiction.

Department: County Assets **Program Contact:** Kate Vance
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs: 78204, 78206, 78213
Program Characteristics:

Executive Summary

The Capital Improvement Program actively monitors, upgrades, and improves the County's portfolio of Tier II and III buildings. The program preserves the County's assets by investing in improvements that maintain building values and provide accessible, functional, and energy efficient facilities for the operating programs that use them. Decisions are based on these priorities: life, safety, fire, and equity. The majority of the funding for this offer comes from the fees from Capital Improvement Program fees (CIP), but also from projects funded by One-Time-Only Offers, and client funded projects.

Program Summary

The Capital Improvement Program (CIP) provides funding for the annual 5-year Capital Plan that focuses on the County's 18 primary owned Tier II and III buildings. A Tier II building is one that is a desirable part of the County's long-term portfolio but has significant deferred maintenance needs which must be addressed. A Tier III building is one that is not economical or is impractical to bring to County standards and is therefore designated for disposition. Capital expenditures are avoided or minimized in Tier III facilities pending disposition of the building, if possible. The plan works in conjunction with the Facilities Strategic Plan which provides a basis for a sound investment strategy that addresses building needs and includes projects ranging from equipment upgrades to construction of new facilities over a 10 year horizon.

The program allows Capital fees, bond/levy, grants, and other funding components to be distributed based on priorities established with the aid of a detailed needs assessment and a decision-scoring matrix that prioritizes fire, life, safety and equity. The program looks for project efficiencies that benefit the building users and extend the useful life of the building.

The 5-year CIP Plan sets clear goals and fosters communication with departments as well as providing a tool to facilitate collaboration with both internal and external clients and building users.

Implementation of the Facilities Asset Strategic Plan (FASP) will also impact future capital needs. Efforts are underway County-wide to work on our building portfolio's recapitalization needs, which the current 8% annual CIP revenue increases are not adequate to address.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Percent of projects planned for completion during a fiscal year that are completed in that fiscal year. | 41% | 75% | 77% | 70% |
| Outcome | Percent of Primary Owned Buildings rated as Tier 2 & 3. | 37% | 33% | 37% | 37% |

Performance Measures Descriptions

PM #1: Percent of projects planned for completion during a fiscal year that are completed in that fiscal year. FY 2021 was a challenging year with Covid 19, a backlog of work and staff turn-over. The FY 2021 plan looks more realistically at the number of projects that can be completed this fiscal year, and the FY 2022 year plan is based upon the assumption of increased staff load to catch up on backlogged projects. PM #2: Percent of Primary Owned Buildings rated as Tier 2 & 3. Targeting decreased percentage over time.

Legal / Contractual Obligation

There are a number of projects carrying over into FY 2022 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 | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$20,718,292 | \$0 | \$19,699,327 |
| Internal Services | \$0 | \$106,270 | \$0 | \$0 |
| Capital Outlay | \$0 | \$130,686 | \$0 | \$138,179 |
| Total GF/non-GF | \$0 | \$20,955,248 | \$0 | \$19,837,506 |
| Program Total: | \$20,955,248 | | \$19,837,506 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|------------|---------------------|------------|---------------------|
| Other / Miscellaneous | \$0 | \$8,174,778 | \$0 | \$8,899,767 |
| Financing Sources | \$0 | \$1,167,824 | \$0 | \$159,708 |
| Interest | \$0 | \$434,608 | \$0 | \$150,000 |
| Beginning Working Capital | \$0 | \$10,696,383 | \$0 | \$10,422,382 |
| Service Charges | \$0 | \$481,655 | \$0 | \$205,649 |
| Total Revenue | \$0 | \$20,955,248 | \$0 | \$19,837,506 |

Explanation of Revenues

Fund 2507 Capital Improvement Program:
BWC \$10.8 Million from Project Carryover; \$0.1 Million from Asset Replacement program offer
IG City of Portland share of Justice Center Projects \$0.2 Million
Intl Svc Reimbursement CIP Fee from County Occupants \$3.9 Million
Cash Transfer Revenue from External Clients \$0.2 Million
Other Revenue \$5.0 Million from Client Funded Projects
Interest Income \$0.1 Million

Significant Program Changes

Last Year this program was: FY 2021: 78205 Facilities Capital Improvement Program

Due to Covid19 the staff in this program were moved to primarily teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. Few projects have been cancelled or completely stopped due to Covid19. However many projects are slowed due to difficulty in material availability, shipping delays, other agency review delays.

Protests have paused several projects at downtown facilities due to access and safety of personnel.

Department: County Assets **Program Contact:** Kate Vance
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs: 78204, 78205, 78213
Program Characteristics:

Executive Summary

The Asset Preservation (AP) Program is designed to create a self-sustaining fund which provides for the continuing reinvestment and capital work required to keep the County's Tier I buildings safe, reliable, functional and efficient for the operating programs that use them. Decisions are based on these priorities: life, safety, fire, and equity. The majority of the funding for this offer comes from the fees from Asset Preservation (AP) fees.

Program Summary

The Asset Preservation Program (AP) provides funding for the annual 5-year Capital Plan that focuses on the County's 33 primary owned Tier I buildings. A Tier I building is one which is designated for long-term retention and which meets current County standards. AP funding is intended to support replacement or repairs to essential building elements such as roofs, plumbing, electrical, heating ventilation air-conditioning (HVAC), Americans with Disabilities Act (ADA) modifications, seismic upgrades, and interior finishes that keep buildings functioning and optimizing their potential. The program prolongs building life and provides the County with assets that are worth their market value. It includes planned upgrades in equipment and systems intended to meet changing building needs.

The AP program continues to look at the long term County benefits by examining program needs, building needs, flexibility, cost efficiencies, building operations and maintenance. The AP Program is managed via the annual 5-year Capital Plans that focus on short-term requirements that are integrated with the long-term Facilities Asset Strategic Plan (FASP). The Capital Plan is based on a comprehensive database which identifies all projected replacement needs in Tier I buildings over three decades and then prioritizes and schedules needed work in the future. The 5-year CIP Plan sets clear goals and fosters communication with departments as well as providing a tool to facilitate collaboration with both internal and external clients and building users.

The program allows Capital fees, bond/levy, grants, and other funding components to be distributed based on priorities established with the aid of a detailed needs assessment and a decision-scoring matrix that prioritizes fire, life, safety and equity. The program looks for project efficiencies that benefit the building users and extend the useful life of the building.

Implementation of the Facilities Asset Strategic Plan (FASP) will also impact future capital needs.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|---------------------|---|--------------------|----------------------|----------------------|-------------------|
| Output | Percent of projects planned for completion during a fiscal year that are completed in that fiscal year. | 58% | 75% | 88% | 70% |
| Outcome | Percent of Primary Owned Buildings rated as Tier 1. | 63% | 67% | 63% | 63% |

Performance Measures Descriptions

PM #1: Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.
 PM #2: Percent of Primary Owned Buildings rated as Tier 1.

Legal / Contractual Obligation

There are a number of projects carrying over into FY 2022 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 | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$21,263,654 | \$0 | \$24,188,920 |
| Total GF/non-GF | \$0 | \$21,263,654 | \$0 | \$24,188,920 |
| Program Total: | \$21,263,654 | | \$24,188,920 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|------------|---------------------|------------|---------------------|
| Other / Miscellaneous | \$0 | \$7,576,752 | \$0 | \$8,368,003 |
| Financing Sources | \$0 | \$164,242 | \$0 | \$170,626 |
| Interest | \$0 | \$303,904 | \$0 | \$200,000 |
| Beginning Working Capital | \$0 | \$14,215,415 | \$0 | \$16,957,795 |
| Service Charges | \$0 | \$0 | \$0 | \$92 |
| Total Revenue | \$0 | \$22,260,313 | \$0 | \$25,696,516 |

Explanation of Revenues

BWC from Routine Project Carryover \$16.9 Million
 Intl Svc Reimbursement AP Fee from County Occupants \$8.4 Million
 Cash Transfer Revenue from External Clients \$0.2 Million
 Interest Income \$0.2 Million

Significant Program Changes

Last Year this program was: FY 2021: 78206 Facilities Capital Asset Preservation Program

Increase year over year in beginning working capital carryover due to project delays because of difficulty in material availability, shipping delays, other agency review delays during pandemic.

Due to Covid19 the staff in this program were moved to primarily teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. Few projects have been cancelled or completely stopped due to Covid19. However many projects are slowed due to difficulty in material availability, shipping delays, other agency review delays.

Department: County Assets

Program Contact: Kate Vance

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Facilities Interiors Group provides collaboratively planned interior spaces and furniture for County buildings, employees, and the public that promote County values with emphasis on trauma-informed designs that are equitable, bringing “Think Yes!” customer service to each client interaction. The goal of this program is to create and manage interior standards consistently for physical environments that exemplify safety and belonging while aiding the work in the County.

Program Summary

This program coordinates the moving, adding or changing of systems furniture and interior spaces throughout the County, and delivers project management services for interior building renovations requested by County programs. The team consists of project managers knowledgeable in systems furniture, space planning, interior design, and tenant improvements. The team considers programmatic needs when supporting County programs. Most recently, this has included interior spaces using a trauma-informed lens. The team manages the move coordination for major and minor moves, coordinates the selection of interior finishes and furnishings, and inventories surplus systems furniture for later use.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Complete Customer Journey Experience Mapping | N/A | N/A | N/A | 100% |
| Outcome | Average Customer Service Satisfaction Survey Score on a 5 point scale. | 4.7 | 4.5 | 4.6 | 4.5 |

Performance Measures Descriptions

Output: The goal of this exercise is to create empathy and understanding of the client experience as they purchase chairs and to identify efficiencies and/or tools to improve the client experience. This effort supports the following Multco Core Competencies.

Outcome: Perform ongoing Customer Service Satisfaction Surveys with overall minimum score of 4.5 on a 5-point scale.

Legal / Contractual Obligation

There are a number of projects carrying over into FY 2022 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$694,270 | \$0 | \$689,274 |
| Contractual Services | \$0 | \$4,110 | \$0 | \$1,500 |
| Materials & Supplies | \$0 | \$19,039 | \$0 | \$12,900 |
| Internal Services | \$0 | \$51,538 | \$0 | \$62,531 |
| Total GF/non-GF | \$0 | \$768,957 | \$0 | \$766,205 |
| Program Total: | \$768,957 | | \$766,205 | |
| Program FTE | 0.00 | 4.55 | 0.00 | 4.40 |

| Program Revenues | | | | |
|-----------------------|------------|------------------|------------|------------------|
| Other / Miscellaneous | \$0 | \$483,866 | \$0 | \$496,712 |
| Total Revenue | \$0 | \$483,866 | \$0 | \$496,712 |

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 2021: 78207 Facilities Interiors Group

Due to COVID-19 the staff in this program were moved to primarily teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. Many manufacturing vendors shut down or are not operating at 100%. This include systems furniture manufacturers. We saw an increase in lead times associated with furniture purchases. In addition, with fewer individuals in the office environment, service requests have been reduced. We anticipate work to increase with "ramp up" activities as different divisions start returning to the office environment in a safe manner.

FTE changes reflect reallocation of manager resources across programs within FPM.

Department: County Assets **Program Contact:** Christian Solsby

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 that include electric, natural gas, water, sewer and waste/recycling; and is managed by a position in the Facilities and Property Management (FPM) Director's Office that 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

FPM continually evaluates energy and utility consumption across the County to identify anomalies, maximize saving energy opportunities and minimize expenses. 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 who include 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. While they generally increase in line with the cost of inflation over time, they can vary based on other 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 has resolved to purchase 100% of electricity through renewable energy sources. The FY 2022 utility rates continue to include the cost of purchasing renewable energy credits.

Climate change has an adverse impact on the county's most vulnerable populations and on communities with more diversity and people of color in particular; and commercial utility facilities produce a substantial amount of carbon emissions that lead to climate change. The impact of climate change on racial and economic justice drives FPM efforts to conserve natural resources, and Energy Use Intensity and Carbon Emissions metrics help show how it is doing in goals to address climate change. FPM is working with other Department of County Assets groups to include more people in energy management decisions, through the formation of an FPM Energy Team, and a DCA Carbon Reduction Team that will work to reflect community priorities in department investments.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Energy Use Intensity (Energy use per square foot) | 71.8 | 69 | 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 | 2021 | 2021 | 2022 | 2022 |
| Materials & Supplies | \$0 | \$6,334,630 | \$0 | \$6,200,000 |
| Total GF/non-GF | \$0 | \$6,334,630 | \$0 | \$6,200,000 |
| Program Total: | \$6,334,630 | | \$6,200,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|-----------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$5,600,770 | \$0 | \$5,403,147 |
| Service Charges | \$0 | \$0 | \$0 | \$1,112 |
| Total Revenue | \$0 | \$5,600,770 | \$0 | \$5,404,259 |

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 2021: 78208 Facilities Utilities Pass Through

To reduce COVID-19 transmission, HVAC systems now circulate more outside air throughout County buildings, which increases energy needed for heating and cooling; and FPM has installed more robust filters in building HVAC systems, which increase energy needed to circulate air. Reduced heating and cooling requirements from reduced building occupancy with teleworking appears to have sufficiently contained the costs within the adopted budget; however this will be an item to watch as employees and services return to County buildings in the future.



Department: County Assets **Program Contact:** Scott Churchill
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Lease Management team supplements the County's owned real estate portfolio with leased space to ensure effective and efficient program delivery. The team also leases excess County space to external clients which helps offset internal service charges to County departments. These external leases prioritize outside entities that complement existing County programs and services.

Program Summary

Lease Management is responsible for approximately 500,000 square feet, or 13%, of the County's portfolio. Lease Management works directly with departments to identify current and future space needs, with attention to program requirements, logistics, operating efficiencies, adjacency opportunities and schedules and then identify potential County owned space and leasing options. The team evaluates lease requirements and space needs three to five years in advance to effectively position the Departments' needs and the overall County portfolio.

In addition, working with the Departments to assess options, Lease Management negotiates lease terms, obtains pertinent public permits, manages landlord disputes and proactively coordinates lease renewals. The program also provides operational support that includes Board approvals, lease representation, documentation, administration, legal coordination and enforcement. Team members manage leases to the highest professional standards to ensure full compliance and protection of the County's interest.

Lease Management minimizes lease costs through work with Departments to evaluate existing and potential vacant space in owned buildings; and reduces internal services charges to Departments by securing and managing leases to external tenants.

To support County equity goals, Lease Management will:

- Support the Preschool for All initiative with Real Estate options when larger scale opportunities are present;
- Consider partnering with Metro affordable housing sites and Reach CDC;
- Consider prioritization of leasing from Minority owned Landlords and Corporations with similar DEI goals.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Proactively manage revenue and expense leases to meet occupant requirements | 98% | 99% | 99% | 99% |
| Outcome | Lease revenue and expenses align with annual budget projections | 98% | 99% | 98% | 99% |

Performance Measures Descriptions

Output: Annual lease administration enforcement is managed through the Facilities Lease Administration database which tracks building data, property tax exemptions, lease expenses, lease rate adjustments, revenue reconciliation and lease renewal/termination dates.

Outcome: Assuring budget projections align with actual revenues and expenses ensures County program budgets reflect actual costs and decreases uncertainty.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$286,109 | \$0 | \$287,301 |
| Contractual Services | \$0 | \$55,545 | \$0 | \$55,419 |
| Materials & Supplies | \$0 | \$8,536,439 | \$0 | \$9,018,697 |
| Internal Services | \$0 | \$25,166 | \$0 | \$26,464 |
| Total GF/non-GF | \$0 | \$8,903,259 | \$0 | \$9,387,881 |
| Program Total: | \$8,903,259 | | \$9,387,881 | |
| Program FTE | 0.00 | 2.00 | 0.00 | 2.00 |

| Program Revenues | | | | |
|-----------------------|------------|--------------------|------------|---------------------|
| Other / Miscellaneous | \$0 | \$8,801,029 | \$0 | \$9,304,330 |
| Service Charges | \$0 | \$1,106,233 | \$0 | \$961,155 |
| Total Revenue | \$0 | \$9,907,262 | \$0 | \$10,265,485 |

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 2021: 78209 Facilities Lease Management

FY 2022 includes \$157K for a new Sheriff's Office Portland Portal lease, \$121K for a new Library Sorting Center lease, a \$106K increase in a renewed Department of County Human Services Cherry Blossom lease and \$192K for expanded JOHS space at the Five Oak Building.

Department: County Assets **Program Contact:** Scott Churchill
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Strategic Planning and Projects Program is responsible for developing, implementing, and tracking performance against the Facilities Asset Strategic Plan. The program delivers large scale facilities construction projects, evaluates and recommends strategic portfolio opportunities including acquisitions, dispositions, major project development, renovations, and strategic programming.

Program Summary

The Facilities Strategic Planning and Project program includes the ongoing efforts relating to the Facilities Asset Strategic Plan (FASP); new and major redevelopment construction projects; property disposition and acquisition; pre-development and evaluation of major portfolio projects.

Phase II of the Facilities Strategic Planning initiated the assessment of potential renovation, modernization and seismic to determine the cost/benefit of specific investments in the portfolio. Condition assessments, cost estimates and programming evaluations are ongoing efforts. The program engaged a consulting firm to lead a Strategic Planning effort in FY 2019. Department Interviews took place in FY 2020. The Strategic Planning Team reported initial FASP findings in FY2020 with recommendations for prioritized development projects. For FY 2021 and now in FY 2022 the Strategic Planning Team will look to support the Library Bond Projects through providing Major Projects Expertise and Real Estate site analysis, engage Minority owned consulting firms to partner with on our COVID update to the Facilities Strategic Plan, consider taking on a College to County summer Intern, and ensure that all future major projects include an aggressive Apprenticeship program participation.

This program is responsible for real estate development, engineering design, construction, and project management for new construction and/or repair and alterations for complex, multi-use, public facilities. This includes performing complex feasibility studies, risk management, public process and other management functions.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of dispositions of surplus property completed | 4 | 1 | 1 | 1 |
| Outcome | Completion of the FASP update by department | 100% | 100% | 100% | 100% |

Performance Measures Descriptions

Output: Dispositions of surplus and underutilized property is a function of long term portfolio management to reduce operating costs and invest proceeds into valuable assets.

Outcome: Completion of department reviews for the Facilities Asset Strategic Plan FASP.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$1,044,662 | \$0 | \$1,084,096 |
| Contractual Services | \$0 | \$267,150 | \$0 | \$272,226 |
| Materials & Supplies | \$0 | \$10,114 | \$0 | \$6,070 |
| Internal Services | \$0 | \$159,914 | \$0 | \$125,640 |
| Total GF/non-GF | \$0 | \$1,481,840 | \$0 | \$1,488,032 |
| Program Total: | \$1,481,840 | | \$1,488,032 | |
| Program FTE | 0.00 | 6.00 | 0.00 | 6.00 |

| Program Revenues | | | | |
|-----------------------|------------|------------------|------------|------------------|
| Other / Miscellaneous | \$0 | \$684,443 | \$0 | \$689,296 |
| Total Revenue | \$0 | \$684,443 | \$0 | \$689,296 |

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 2021: 78210A Facilities Strategic Planning and Projects

COVID-19 impacts: General Construction practices have had to engage with new CDC and OSHA guidelines for construction workplace infection control which has caused some minor additional costs along with construction schedule delays.

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

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

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

This program offer is to support development of a long term Master Plan for the Vance property. 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 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 includes 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. A large outreach effort has been made by Cascadia Group to include a variety of Community organizations. Further outreach will continue to engage Gresham's underserved population.

Based on alignment with County policies, goals and community benefit, the team will provide guidance on future implementation of the various options and continue with the Master Planning outreach work in FY 22 addressing the needs of lower income households for best use of the Vance parcels while meeting the needs of DCS / Animal Services.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Master Plan Development Options | N/A | 1 | 1 | 1 |
| Outcome | Completion of Development Options for Vance Properties | N/A | 100% | 50% | 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 50% complete during FY 2021.

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 | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$370,000 | \$0 | \$164,000 |
| Total GF/non-GF | \$0 | \$370,000 | \$0 | \$164,000 |
| Program Total: | \$370,000 | | \$164,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|------------|------------------|------------|------------------|
| Beginning Working Capital | \$0 | \$370,000 | \$0 | \$164,000 |
| Total Revenue | \$0 | \$370,000 | \$0 | \$164,000 |

Explanation of Revenues

Beginning working capital is all carry over of unspent prior years' one-time-only funding and includes \$134,000 from General Fund and \$30,000 from Video Lottery Fund.

Significant Program Changes

Last Year this program was: FY 2021: 78210B Facilities Vance Property Master Plan

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 replaced the functionally obsolete 100 year old existing courthouse. The new courthouse incorporates the current standards in courthouse design and construction, energy efficiency as well as operational and maintenance efficiency. This program offer reflects the full completion of the multi-year project.

Program Summary

The old Multnomah County Downtown Courthouse was functionally obsolete and in need of replacement. DAY CPM is acting as the Owner's Representative and assisting the County in delivering the project.

The County procured the services of the SRG who 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 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 was Substantially Complete on December 11, 2020. Operational workflow testing and Final Occupancy Certification took place following Substantial Completion. Occupancy by the Courts took place on October 6, 2020. The Project is now under it's warranty period.

The County is reviewing final Change Order Requests and working on the Project Closeout phase which will extend into FY 2022. The Courthouse and Health Department Headquarters projects set a new regional standard for Minority participation through an active Project Labor Agreement. The project met and in many cases exceeded the participation goals. The new Courthouse allows for better separation and security for the Adults in Custody, Witnesses, Jury members, the DA, staff and members of the public.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Completion of project closeout | N/A | N/A | N/A | 100% |
| Outcome | Completion of project construction audit | N/A | N/A | N/A | 100% |

Performance Measures Descriptions

PM #1 Output: Completion of project closeout
 PM #2 Completion of project construction audit

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 | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$9,000,000 | \$0 | \$6,078,931 |
| Total GF/non-GF | \$0 | \$9,000,000 | \$0 | \$6,078,931 |
| Program Total: | \$9,000,000 | | \$6,078,931 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|------------|--------------------|------------|--------------------|
| Beginning Working Capital | \$0 | \$9,000,000 | \$0 | \$6,078,931 |
| Total Revenue | \$0 | \$9,000,000 | \$0 | \$6,078,931 |

Explanation of Revenues

• \$6.1 million working capital carryover from FY 2021.

Significant Program Changes

Last Year this program was: FY 2021: 78212 Facilities Downtown Courthouse

Covid Impact: The construction schedule was extended by a number of weeks as CDC and OSHA requirements for infection control were implemented. Exact cost impact remains under review.

Department: County Assets **Program Contact:** Kate Vance

Program Offer Type: Internal Service **Program Offer Stage:** As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Library Construction (Capital) Fund is a Capital Program designed to create a self-sustaining fund which provides for the continuing reinvestment and capital work required to keep the Library District's buildings safe, reliable, functional and efficient. Decisions are based on these priorities: life, safety, fire, and equity. The majority of the funding for this offer comes from the fees from Library Construction (LIB) fees.

Program Summary

The Library Construction (Capital) Fund program creates accessible, functional and energy efficient facilities that provide Library services with space that meets their program needs. The program focuses on the 15 owned buildings occupied by the Library District and provides the funding to complete capital projects within these buildings. Capital funding is intended to support replacement or repairs to essential building elements such as roofs, plumbing, electrical, heating ventilation air-conditioning (HVAC), Americans with Disabilities Act (ADA) modifications, seismic upgrades, and interior finishes that keep buildings functioning and optimizing their potential. It creates more usable buildings through planned upgrades in equipment and systems intended to meet changing program needs.

The Library District Capital Plan is managed via the annual 5-year Capital Plan that focuses on short-term requirements that are integrated with the long-term Library District facility needs. The Capital Plan is based on a comprehensive database which identifies all projected replacement needs in Libraries over three decades and then prioritizes and schedules needed work in the future. This allows the Library Capital fund to be invested based on priority, and optimizes return on investment. The program allows Capital fees, bond/levy, grants, and other funding components to be distributed based on priorities established with the aid of a detailed needs assessment and a decision-scoring matrix that prioritizes fire, life, safety and equity. The program looks for project efficiencies that benefit the building users and extend the useful life of the building.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Percent of projects planned for completion in a fiscal year that are completed that fiscal year. | 75% | 75% | 80% | 70% |
| Outcome | Provide the Library District with a 5-yr Capital Improvement plan updated annually. | 1 | 1 | 1 | 1 |

Performance Measures Descriptions

PM#1: Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.

PM#2: Provide the Library District with a 5-yr Capital Improvement plan updated annually.

Legal / Contractual Obligation

There are a number of projects carrying over into FY 2022 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 | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$5,981,446 | \$0 | \$7,507,807 |
| Total GF/non-GF | \$0 | \$5,981,446 | \$0 | \$7,507,807 |
| Program Total: | \$5,981,446 | | \$7,507,807 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$2,843,511 | \$0 | \$3,070,758 |
| Interest | \$0 | \$80,235 | \$0 | \$50,000 |
| Beginning Working Capital | \$0 | \$3,057,700 | \$0 | \$4,387,049 |
| Total Revenue | \$0 | \$5,981,446 | \$0 | \$7,507,807 |

Explanation of Revenues

BWC Estimated carry forward of ongoing projects \$4.4 Million
 Capital Fee on Owned Library Buildings \$3.0 Million
 Interest Income \$0.1 Million

Significant Program Changes

Last Year this program was: FY 2021: 78213 Library Construction Fund

The Library District has chosen to increase the funding level for FY 2022 to better meet the needs of their building stock by investing in capital improvement projects, similar to the increases in FY 2020 and FY 2021.

Due to Covid19 the staff in this program were moved to primarily teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. Few projects have been cancelled or completely stopped due to Covid19. However many projects are slowed due to difficulty in material availability, shipping delays, other agency review delays.

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 offer constructed a new headquarters and clinic facility for the Multnomah County Health Department in the Old Town/Chinatown Neighborhood of Portland. The facility is 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 focused on delivering a well-functioning, flexible building for County operations that is welcoming to clients. The building is an attractive and durable asset which complements the neighborhood. In 2020, it also served as the County's COVID-19 Emergency Operations Center.

Program Summary

The 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 has 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. The new lab technology, current infection control standards and contemporary clinic environments using current state of the art HVAC, lighting and environmental control systems brings equitable health treatment experiences for the County's underserved population.

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 was completed in FY 2019. The Health Department Headquarters project set a new regional standard for Minority construction participation through an active Project Labor Agreement. The project met and in many cases exceeded the participation goals. Closeout of Final Payment and Final Audit report will occur in FY 2022.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Completion of project closeout | N/A | N/A | N/A | 100% |
| Outcome | Completion of project construction audit | N/A | 100% | 90% | 100% |

Performance Measures Descriptions

- PM #1: Completion of project closeout
- PM #2: Completion of project construction audit

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 | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$2,100,000 | \$0 | \$600,000 |
| Cash Transfers | \$0 | \$0 | \$0 | \$1,000,000 |
| Total GF/non-GF | \$0 | \$2,100,000 | \$0 | \$1,600,000 |
| Program Total: | \$2,100,000 | | \$1,600,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|------------|--------------------|------------|--------------------|
| Beginning Working Capital | \$0 | \$5,500,000 | \$0 | \$1,600,000 |
| Total Revenue | \$0 | \$5,500,000 | \$0 | \$1,600,000 |

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 2021: 78214 Health Headquarters Construction

Project is completed and awaiting final closeout of invoices. \$1M transfer of carryover to the Debt Retirement fund.

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

Executive Summary

This offer addresses building structural deficiencies for the South East Health Clinic (SEHC) located at 3653 SE 34th Avenue. The project will remove and replace the deteriorated major structural beams supporting the West Wings of the SEHC, along with replacing the failed exterior siding and original building windows with fire resistant fiber cement panel siding and energy efficient windows.

Program Summary

The South East Health Clinic provides medical, dental, and pharmacy services to the community, along with Health Department staff office space and assorted community activities in the Lower Level meeting areas. In January of 2018 a gap between the floor and the exterior wall was discovered. After extensive investigation it was determined that the major glulam (wood) beams supporting the first floor West wings, north and south exterior walls have deteriorated to 50% of their original structural capacity due to moisture damage from years of water infiltration through the failed building exterior siding. These beams are temporarily being shored, to protect the safety of patients, visitors and staff within the building. These structural beams must be replaced along with the existing Exterior Insulation and Finish System (EIFS) that failed and caused the present structural deficiencies.

Carleton Hart Architects (CHA) is leading the project with ABHT Structural Engineering providing structural design for the replacement of the deteriorated glulam beams. Architectural upgrades will include new energy efficient windows to ensure proper flashing to prevent future water intrusion, in conjunction with the replacement of the failed EIFS siding with fiber cement panel siding on the East & West wings of the building that will provide long lasting durable service for the life of the building.

The project is scheduled to be approved in late winter 2021, and once approved the work will begin. The estimated project completion is late summer 2021.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Approval of construction phase and Board Briefing project update | N/A | 2 | 1 | 2 |
| Outcome | Structural repairs completed to provide safe operation of health, dental, pharmacy and community services | N/A | 85% | 20% | 100% |

Performance Measures Descriptions

- PM1 - Approval of construction phase and Board Briefing project update
- PM2 - Completed repairs allow the continued use of the building to safely provide ongoing health services.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$0 | \$72,800 |
| Contractual Services | \$0 | \$880,000 | \$0 | \$2,847,200 |
| Total GF/non-GF | \$0 | \$880,000 | \$0 | \$2,920,000 |
| Program Total: | \$880,000 | | \$2,920,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|------------|------------------|------------|--------------------|
| Financing Sources | \$0 | \$0 | \$0 | \$2,420,000 |
| Beginning Working Capital | \$0 | \$880,000 | \$0 | \$500,000 |
| Total Revenue | \$0 | \$880,000 | \$0 | \$2,920,000 |

Explanation of Revenues

\$500K working capital carryover from FY 2021 and a transfer of \$2.42 million from the General Fund.

Significant Program Changes

Last Year this program was: FY 2021: 78215 South East Health Center

Covid 19 brought about delays in permits and overall progress of project.

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 program offer is for the development and execution of the strategy to relocate the Multnomah County Sheriff's Office (MCSO) Law Enforcement Division to an efficient, economical and sustainable facility appropriately sized and sited to deliver critical public safety services to the community of Multnomah County.

Program Summary

The Multnomah County Sheriff's Office (MCSO) moved to the Hansen Building complex, corner of NE Glisan and NE 122ND Avenue in 1976. The Hansen Building was built in 1956 as a County health clinic. Due to the buildings infrastructural needs, seismic liability, inefficient layout, security challenges and the distance to the Sheriff's current service districts, it no longer meets the operational requirements of a modern law enforcement agency. In FY 2017, the majority of the Sheriff's Office staff moved to the the Penumbra Kelly Building at 4747 E Burnside in Portland.

In FY 2015, Phase 1 of the project including the Project Plan and Programming was completed along with conceptual budget estimate to the Board followed as well as a request for approval for Phase 2 Project Delivery and Development Plan according to the FAC 1 Administrative Procedure. In FY 2017, a 3.54 acre parcel of land adjacent to the Troutdale Police Command Center was acquired by the County as a potential relocation site. Given changes in the local public safety environment, including the election of a new Multnomah County Sheriff in FY 2017, and policing discussions with other local cities, we explored other opportunities to meet the needs of Sheriff's Office. In FY20, a new location was identified.

The MCSO new location at the Portland Portal was finalized and approved by the Board in 2020. Final Design work is under review with Occupancy targeted for summer 2021. A large part of this project is to construct a more robust and accountable Evidence Storage system including wrecked vehicle evidence. Properly stored and documented evidence will allow for all persons involved in MCSO managed events. More efficient evidence storage will likely support more equitable justice. Construction efforts by the Landlord's Contractor do not allow us to control Minority participation but we are sharing best practice lessons from our Courthouse and Health building Project Labor Agreements and encouraging them to achieve similar goals.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Assessment of MCSO overall facilities needs | N/A | 100% | 100% | 100% |
| Outcome | Implementation of the new location | N/A | 1 | 1 | 1 |

Performance Measures Descriptions

PM #1 Output--An overall assessment of MCSO facilities and work space needs will be conducted considering the Consolidation of Hansen, Kelly, Columbia Gorge and the Multnomah Building as well as overall needs.

PM #2 Outcome--Completion of Construction and Tenant Improvements.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$3,358,765 | \$0 | \$1,377,869 |
| Total GF/non-GF | \$0 | \$3,358,765 | \$0 | \$1,377,869 |
| Program Total: | \$3,358,765 | | \$1,377,869 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|------------|--------------------|------------|--------------------|
| Beginning Working Capital | \$0 | \$3,358,765 | \$0 | \$1,377,869 |
| Total Revenue | \$0 | \$3,358,765 | \$0 | \$1,377,869 |

Explanation of Revenues

This program offer will be funded with \$1.4 Million in carryover from FY 2021.

Significant Program Changes

Last Year this program was: FY 2021: 78218 MCSO Facilities Relocation and Reconfiguration

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 Department of Community Justice (DCJ) and the Facilities and Property Management Division (FPM) identified the need to acquire an asset in a mid-County location to consolidate four separate sites. In FY 2017, the County purchased a three building office development property with approximately 36,000 rental square feet located on a 2.46 acre site at 1245-1415 SE 122nd Ave in Portland. DCJ occupies the North and West buildings of the Campus. The South Building will be available for other Program use.

Program Summary

This program encompasses the co-location of DCJ District Managers, Parole and Probation units, space for Teaming Partners, a client Resource Center, a Training Facility for Parole Officers, a Community Services support facility and convenient staff amenities including break areas, respite room, fitness room and showers. This increases operational efficiency, aligns departmental points of service with their client base and eliminates the risks associated with leased facilities. Located on a major public transportation corridor, this project serves a population of the County making their way through the probation process. This phase of the justice system process is disproportionately populated by people of color. This renovated facility will bring equity of environmental experience and efficiency during their probation experience for both staff and client.

This new East-County facility provides:

- A campus environment that serves clients in a centrally located and easily accessible area
- A community resource center
- A welcoming, safe and secure facility for staff, clients and neighbors
- Cost efficiency by co-locating services
- Increase efficiency of work areas in terms of hoteling and space utilization
- Support for public transit and convenient transit connections for staff and clients

Construction is complete and building is ready for full occupancy. (Final Project Closeout may extend into FY 2022)

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Completion of schematic design, design documents and construction documents including permitting application | 100% | 100% | 100% | 100% |
| Outcome | Maintain DCJ East County Operations during the Construction period. | 100% | 100% | 100% | 100% |
| Output | Project Construction Complete | N/A | 100% | 100% | 100% |

Performance Measures Descriptions

- PM 1 Output: Completion of schematic design, design documents and construction document including permitting application.
- PM 2 Outcome: Maintain DCJ East County Operations during Construction period.
- PM 3 Output: Project Construction Complete.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$200,000 | \$0 | \$546,509 |
| Total GF/non-GF | \$0 | \$200,000 | \$0 | \$546,509 |
| Program Total: | \$200,000 | | \$546,509 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|------------|------------------|------------|------------------|
| Beginning Working Capital | \$0 | \$200,000 | \$0 | \$546,509 |
| Total Revenue | \$0 | \$200,000 | \$0 | \$546,509 |

Explanation of Revenues

This program offer is funded by beginning working capital carried over from FY 2021.

Significant Program Changes

Last Year this program was: FY 2021: 78220 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:

Executive Summary

The Multnomah County Justice Center, located in downtown Portland, is a 16-story building with 2 sublevels, of which 9 floors are operated as a Jail. The security electronics were overhauled in 2006, when new PLC's (Programmable Logic Controllers) and touch panels (operator interfaces) were installed, along with a new fire alarm system and a small video system upgrade. Since then, due to changes in technology the analog intercom and video systems are becoming difficult to support. New technologies available will lower cost while improving the operation, maintainability, and safety of the facility. Decisions are made on these priorities: fire, life, safety, and equity. Funds for this program is supported primarily through OTO General funds with some support from Fund 2507.

Program Summary

This carryover project is currently in construction. The project is expected to reach substantial completion in FY22 Q4. Under this project, the intercom and video surveillance systems at Multnomah County Detention Center at the Justice Center 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 works closely with MCSO Staff, FPM Electronic Services, and other relevant internal trades. This project will replace 6 different systems: Intercom System, Video Surveillance System, PLC/Touchscreen Systems, Access Control System, Administrative Intercom Phone System, and Genetec IP-based video management system (VMS)

A network of digital encoders will be installed on each floor, which will convert the existing analog camera signal to an IP-based signal, which is then routed to the servers and the associated touchscreen workstation viewing monitors. New PC-based workstations will be provided at each touchscreen station to allow the operator to view the associated cameras for the operator's area of responsibility, controlled by the operator's touchscreen workstation. Images will be brought up automatically in response to intercom, door operations, or alarms, or the operator can manually select single camera viewing, or a combination of different multiple-camera views.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Prioritized order for system implementation | 1 | 1 | 1 | 1 |
| Outcome | Percent of systems successfully implemented | 25% | 100% | 75% | 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 FY 2022.

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2022.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|-------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$2,338,134 | \$0 | \$274,400 |
| Total GF/non-GF | \$0 | \$2,338,134 | \$0 | \$274,400 |
| Program Total: | \$2,338,134 | | \$274,400 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|------------|--------------------|------------|------------------|
| Other / Miscellaneous | \$0 | \$92,583 | \$0 | \$0 |
| Beginning Working Capital | \$0 | \$2,245,551 | \$0 | \$274,400 |
| Total Revenue | \$0 | \$2,338,134 | \$0 | \$274,400 |

Explanation of Revenues

This program offer will be funded by Beginning Working Capital carry over from FY 2021.

Significant Program Changes

Last Year this program was: FY 2021: 78221 MCDC Detention Electronics

Due to Covid19 this project has slowed due to shortages on materials, longer lead times, slower trade production due to physical distancing requirements, and longer times to gain permits and other reviews by Authorities having Jurisdiction.

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 offer will fund high priority fire, life, safety 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. In FY 2019, MCSO restarted contributions to the Capital Improvement Fund (CIP) for future capital needs. Decisions are made on these priorities: fire, life, safety, and equity. Funds for this program is supported primarily through OTO General Funds with some financial support from Fund 2507.

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 FY22.

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.

In FY 2020, the project team determined that it would be more fiscally responsible to purchase replacement structures (instead of repair) for B493 Gleason Landing Boathouse 1 and B309 Columbia River Chinook landing Boathouse. Fund 2507 is contributing funds to this project in FY 2022 to complete the Tier 2 and Tier 3 priorities identified in the February 2018 assessment.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Complete essential deferred maintenance boathouses. | 40% | 100% | 75% | 100% |
| Outcome | MCSO boathouses/floating buildings meet minimum code and safety compliance. | 50% | 100% | 100% | 100% |
| Output | Complete tier 2 and tier 3 deferred maintenance on boathouses | N/A | N/A | N/A | 50% |
| Output | Replace boathouses for B493 Gleason Landing Boathouse 1 & B309 Columbia River Chinook Landing B | N/A | N/A | 25% | 75% |

Performance Measures Descriptions

Complete essential deferred maintenance, safety and compliance, on MCSO River Patrol boathouses/buildings/ramps/docks in order to reduce the ongoing rapid deterioration of the assets. Purchase and install replacement boathouses for B493 Gleason Landing Boathouse 1 and B309 Columbia River Chinook landing Boathouse.

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2022.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|-------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$1,415,139 | \$0 | \$1,682,717 |
| Total GF/non-GF | \$0 | \$1,415,139 | \$0 | \$1,682,717 |
| Program Total: | \$1,415,139 | | \$1,682,717 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$551,000 | \$0 | \$257,691 |
| Beginning Working Capital | \$0 | \$864,139 | \$0 | \$1,425,026 |
| Total Revenue | \$0 | \$1,415,139 | \$0 | \$1,682,717 |

Explanation of Revenues

This program offer will be funded by Beginning Working Capital carry over from FY 2021 and an increase of \$257,691 from Fund 2507 to accommodate the Tier 2 and 3 repairs.

Significant Program Changes

Last Year this program was: FY 2021: 78227 MCSO River Patrol Boathouses Capital Improvements

Additional funds in the amount of \$257,691 are being added in FY2022 to address the tier 2 and 3 deferred maintenance repairs identified in the February 2018 assessment.

Due to Covid19 this project has slowed due to shortages on materials, longer lead times, lack of interested marine vendors, and other agency reviews, particularly permitting restriction from NOAA and US Army Corp of Engineers.

The purchase of the replacement boathouses has been stalled due to lack of available inventory. Three brokers are engaged in the process.

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

In 2020 Multnomah County voters approved a capital bond measure to expand and modernize library spaces and balance library service more fairly across Multnomah County. The measure will fund the following projects: Enlarge and update seven branch libraries, including Albina, Belmont, Holgate, Midland, North Portland, Northwest and St. Johns. Build a library in East Multnomah County, similar in size to Central Library in downtown Portland. Add gigabit speed internet to all libraries. Create a central materials handling and distribution center to increase efficiency and cost effectiveness. Once complete the Library District will have dramatically increased access and services to members of our community, addressing the needs of many marginalized and disadvantaged populations.

Program Summary

The plan will increase total space in the current set of library buildings by about 50%, bringing Multnomah County residents closer to the amount and types of library spaces other communities enjoy. Each new library project will begin with a robust community engagement and input process to determine design and features. The offer includes the program staff to support this large-scale effort, in addition to the funds to build and purchase the necessary infrastructure to meet the expected bond-based timeline. The measure includes audits and public oversight. Planning and community input initiated in FY21. The following is a list of projects within the overall program:

- Build a new East County Flagship library
- Rebuild and expand four Destination libraries
- Renovate and expand three Neighborhood libraries
- Increase efficiency and reduce handling costs by converting to an automated materials handling system. This involves establishing a systemwide books and materials sorting and distribution center and installing automated materials handling equipment across the system
- Connect all libraries to gigabit speed internet service
- Increase accessibility of buildings, services and technology for people with disabilities
- Improve seismic readiness: all newly constructed buildings will be built to “immediate occupancy” seismic standards to serve as community anchors after a major seismic event. Renovated buildings continue to meet current “survivability” standards

The program will support the Library's values. Diversity, equity, and inclusion is a key value of the DCA and the Library. All aspects of this work shall center equity, diversity and inclusion.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Complete design development and construction documents of Library Sort Center. | N/A | N/A | N/A | 1 |
| Outcome | Board presentation and approval to proceed with construction. | N/A | N/A | N/A | 1 |
| Output | Development of a three-year project plan to achieve the bond sale requirements. | NA | NA | NA | 1 |

Performance Measures Descriptions

- P1 - The project success requires the Sort Center to initiate and complete first.
P2 - This measure addresses establishing a solid project management methodology for the program.
P3 - This measure addresses a requirement of the bond financing.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$0 | \$4,351,265 |
| Contractual Services | \$0 | \$0 | \$0 | \$380,951,116 |
| Materials & Supplies | \$0 | \$0 | \$0 | \$780 |
| Unappropriated & Contingency | \$0 | \$0 | \$0 | \$50,738,635 |
| Total GF/non-GF | \$0 | \$0 | \$0 | \$436,041,796 |
| Program Total: | \$0 | | \$436,041,796 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 19.00 |

| Program Revenues | | | | |
|---------------------------|------------|------------|------------|----------------------|
| Beginning Working Capital | \$0 | \$0 | \$0 | \$436,041,796 |
| Total Revenue | \$0 | \$0 | \$0 | \$436,041,796 |

Explanation of Revenues

Revenue from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable)

Significant Program Changes

Last Year this program was:

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

This offer addresses design work to replace the electrical busway riser at the Justice Center that is nearing the end of its useful life. Failure of this system would have life/safety impacts to the County. The total estimated cost to replace the system is between \$6 million and \$10 million. The full project estimate will be finalized pending the completion of the assessment and design work.

Program Summary

The Justice Center's incoming main 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. Decisions are prioritized based on fire, life, safety, and equity

The first two year's 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 2023 and FY2024.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Complete preliminary planning, investigation, and design documents. | N/A | 100% | 50% | 100% |
| Outcome | Use design plans to develop accurate cost estimates and revised program offer | N/A | 100% | 50% | 100% |

Performance Measures Descriptions

PM-1 Complete preliminary planning, investigation, and design documents.

PM-2 Use design plans to develop accurate cost estimates and revised program offer

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 | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$900,000 | \$0 | \$880,013 |
| Total GF/non-GF | \$0 | \$900,000 | \$0 | \$880,013 |
| Program Total: | \$900,000 | | \$880,013 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|------------|------------------|------------|------------------|
| Financing Sources | \$0 | \$900,000 | \$0 | \$0 |
| Beginning Working Capital | \$0 | \$0 | \$0 | \$880,013 |
| Total Revenue | \$0 | \$900,000 | \$0 | \$880,013 |

Explanation of Revenues

This program offer will be funded by Beginning Working Capital carry over from FY 2021 OTO.

Significant Program Changes

Last Year this program was: FY 2021: 78233 Justice Center Critical Electrical System Upgrade

Due to Covid 19 and civil unrest near and around the Justice Center, access to the building has been minimized and prioritized to address current projects. This has slowed the start of the project. FPM is using the time to develop more cohesive plans, more accurate cost estimates, and better engage all stakeholders, such as the City of Portland.

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The IT Innovation and Investment Projects offer provides funding and governance for projects within the Technology Improvement Program. The offer provides continued funding for projects currently in progress as well as funding for replacement of high risk software applications and priority system initiatives. The IT Projects and Portfolio Management group manages the capital expenditures for this program offer.

Program Summary

The Technology Improvement Program (TIP) is designed to address obsolete technology identified through technology lifecycle management. The projects addressed through the TIP are identified through the Technology Fitness Assessment conducted every other year. These systems are used by programs throughout the County focused on serving our residents - allowing County staff to efficiently and effectively perform their job responsibilities. The projects underway and expected to carry forward into FY22 include:

PR Navigator - DCS is replacing this system with new vendor technology. Components of the system will be available to users in the Department of County Services, to DCS counterparts within local city governments and agencies and to residents and contractors within Multnomah County. Divisions and programs within DCS that will be using the system include Land Use Planning, Transportation, Code Compliance, Right-of-Way (ROW) Permitting, Service Districts and GIS. In addition, this project also consolidates two other existing systems ROW Permitting and the Geocortex Mapping applications.

Mergelt - DCJ Parole and Probations use the Mergelt! application to merge Offender data from the Department of Corrections (DOC) system Web Services to word templates. For administer application access, Mergelt uses the AppAdmin application. We are updating Mergelt to use Active Directory to administer application access to adhere to the County standard.

HARTS - The Hearing Investigation Tracking System (HITS) is used to keep track of hearings for offenders that are currently on parole, post-prison supervision or compact supervision, who are accused of violating the conditions of that supervision. HITS is an MS Access application that is currently unstable. We are rewriting the application into a .net application to improve performance and make it easier to use.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Percent of projects monitored per monitoring process. | 100% | 100% | 100% | 100% |
| Outcome | Strategic reports shared with leaders improving transparency. | 12 | 12 | 12 | 12 |

Performance Measures Descriptions

PM #1 Output - 100% of the funded projects will be monitored by the IT Senior Leadership.
 PM #2 Outcome - This measure ensures that information and data concerning strategic IT projects are consistently and transparently shared with County leadership.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$268,853 | \$0 | \$189,524 |
| Contractual Services | \$0 | \$1,225,871 | \$0 | \$282,720 |
| Materials & Supplies | \$0 | \$0 | \$0 | \$491,000 |
| Total GF/non-GF | \$0 | \$1,494,724 | \$0 | \$963,244 |
| Program Total: | \$1,494,724 | | \$963,244 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|------------|--------------------|------------|------------------|
| Beginning Working Capital | \$0 | \$1,404,724 | \$0 | \$963,244 |
| Service Charges | \$0 | \$90,000 | \$0 | \$0 |
| Total Revenue | \$0 | \$1,494,724 | \$0 | \$963,244 |

Explanation of Revenues

This program will carryover unspent one time only revenues into FY 2022 as beginning working capital through project(s) completion.

Significant Program Changes

Last Year this program was: FY 2021: 78301 IT Innovation & Investment Projects

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Multnomah County voters overwhelmingly supported the “Preschool For All” ballot measure in 2020. The approval of Preschool for All will give 3- and 4-year-olds in Multnomah County access to free, high-quality, developmentally appropriate, culturally responsive preschool experiences. This offer encompasses the project resources required to implement technology solutions that will support parents applying to the program, Multnomah County staff administering the program, and preschool providers participating in the program.

Program Summary

The Department of County Human Services is responsible for developing, implementing and operating the Preschool for All Program. The County's Information Technology Division of County Assets is responsible for providing the technology solutions to support the program. Technology for this program will likely be both acquired and developed. The high level components of the major application includes:

- Public Website, Participating Preschool Search and Online Application
- Administrative Website Solution
- Provider Portal Solution

This offer includes project-based resources to establish the technology.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Develop a project plan to include scope, schedule, and budget. | N/A | N/A | N/A | 1 |
| Outcome | Stakeholders are kept informed of the progress of the project, as measured by status reporting. | N/A | N/A | N/A | 4 |

Performance Measures Descriptions

P1 - The success of the project is based on project management standards, including an approved project plan.

P2 - Communication and stakeholder awareness is key to project success, as measured by consistent timely project reporting.

Legal / Contractual Obligation

Preschool for all measure 26-214

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Materials & Supplies | \$0 | \$0 | \$0 | \$1,200,000 |
| Total GF/non-GF | \$0 | \$0 | \$0 | \$1,200,000 |
| Program Total: | \$0 | | \$1,200,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|-----------------------|------------|------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$0 | \$0 | \$1,200,000 |
| Total Revenue | \$0 | \$0 | \$0 | \$1,200,000 |

Explanation of Revenues

Preschool for All software development and/or acquisition costs will be recovered via Internal Service Reimbursements.

Significant Program Changes

Last Year this program was:

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

Executive Summary

The Technology Improvement Program focuses on investing in new technologies and addresses the risk of obsolete existing technologies through a periodic Fitness Assessment to identify and mitigate the risk of service interruptions as part of the strategic goal around Risk Management. This offer replaces the Long Term Care Eligibility Tracking system.

Program Summary

This offer provides staffing resources to replace the Long Term Care Eligibility Tracking System.

Long Term Care eligibility tracking system is used to manage all requests that are made by clients requesting Long Term Assistance to determine eligibility. The system also helps managers to manage the caseload, determine the demographics and assign workers from the right branches, manage an equitable distribution of referrals among the staff and to monitor and get metrics on eligibility outcomes and improve service. Once eligibility is determined, clients are enrolled in the appropriate State systems. Currently these requests are tracked in a separate system from the other referral requests and our goal is to incorporate this with the case management system used by Human Services.

Equity is incorporated throughout from development though support, and is specifically important because of the public nature of this program offer. Additionally all services include understanding and defining business needs and risks, recommending effective and innovative technology solutions, constructing and upgrading platforms as required, and ensuring the integrity and security of the platforms.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Delivering an integrated case management system with reporting capabilities. | N/A | N/A | N/A | 100% |
| Outcome | Informed and satisfied stakeholders. | N/A | N/A | N/A | 100% |

Performance Measures Descriptions

PM #1 Output - A complete system replacement.
 PM #2 Outcome - Ongoing communication throughout the life of the project.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$0 | \$0 | \$395,000 |
| Total GF/non-GF | \$0 | \$0 | \$0 | \$395,000 |
| Program Total: | \$0 | | \$395,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------------|
| Financing Sources | \$0 | \$0 | \$0 | \$395,000 |
| Total Revenue | \$0 | \$0 | \$0 | \$395,000 |

Explanation of Revenues

This is a one-time-only general fund request.

Significant Program Changes

Last Year this program was:

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

Executive Summary

The Technology Improvement Program focuses on investing in new technologies and addresses the risk of obsolete existing technologies through a periodic Fitness Assessment to identify and mitigate the risk of service interruptions as part of the strategic goal around Risk Management. This offer supports the upgrade of key of the County's database infrastructure known as SQL Server. This infrastructure supports nearly all of the County's business applications and is a critical component of our infrastructure.

Program Summary

This offer upgrades the SQL Server platform and migrates the existing data for select systems. The data used by the department systems are stored in SQL Server databases. The vendor (Microsoft) provides version upgrades and security updates to these routinely. As they release new versions, the vendor discontinues the support for older versions. The County has several database systems that are due for upgrades as they are going to be out of the vendor support cycle. This very critical project is complex and must be coordinated. This program offer will fund the incremental work on this project.

Equity is incorporated throughout from development through support, and is specifically important because of the public nature of this program offer. Additionally all services include understanding and defining business needs and risks, recommending effective and innovative technology solutions, constructing and upgrading platforms as required, and ensuring the integrity and security of the platforms.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Project plan identifying databases to be migrated. | N/A | N/A | N/A | 1 |
| Outcome | Delivering secure systems to host the data for reporting and system needs. | N/A | N/A | N/A | 100% |

Performance Measures Descriptions

P1 - A project plan is a key component of project success.
P2 - Delivery of identified database migrations.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$0 | \$0 | \$245,000 |
| Total GF/non-GF | \$0 | \$0 | \$0 | \$245,000 |
| Program Total: | \$0 | | \$245,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------------|
| Financing Sources | \$0 | \$0 | \$0 | \$245,000 |
| Total Revenue | \$0 | \$0 | \$0 | \$245,000 |

Explanation of Revenues

This is funded with one-time-only General Funds

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Tracey Massey

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

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

The Technology Improvement Program focuses on investing in new technologies and addresses the risk of obsolete existing technologies through a periodic Fitness Assessment to identify and mitigate the risk of service interruptions as part of the strategic goal around Risk Management. This offer supports the replacements for Non-Medical Transportation and EP&R systems.

Program Summary

This offer includes the replacement of two aging systems.

Non-Medical Transportation: Non-Medical Transportation allows Case Managers to authorize, track and report on client usage of the Non-Medical Transportation program whereby clients can use various modes of transportation to get from point A to point B within the County for non-medical reasons.

EP&R: This application is used by the Health Department's Emergency Preparedness & Response Program to track emergency roles & IMT assignments along with training, experience, and KSA qualifications. Our goal is to find a better system for storing employee training, experience, and qualifications.

Equity is incorporated throughout from development through support, and is specifically important because of the public nature of this program offer. Additionally all services include understanding and defining business needs and risks, recommending effective and innovative technology solutions, constructing and upgrading platforms as required, and ensuring the integrity and security of the platforms.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Project plan identifying the schedule for these system replacements. | N/A | N/A | N/A | 1 |
| Outcome | Delivering updated systems that meet requirements and modern technology standards. | N/A | N/A | N/A | 100% |

Performance Measures Descriptions

P1 - A project plan is a key component of project success.

P2 - Delivery of identified systems.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$0 | \$0 | \$205,000 |
| Total GF/non-GF | \$0 | \$0 | \$0 | \$205,000 |
| Program Total: | \$0 | | \$205,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------------|
| Financing Sources | \$0 | \$0 | \$0 | \$205,000 |
| Total Revenue | \$0 | \$0 | \$0 | \$205,000 |

Explanation of Revenues

This is a one-time-only general fund request.

Significant Program Changes

Last Year this program was:

Department: County Assets

Program Contact: Vikki Scotti

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The IT Projects and Portfolio Management (PPM) offer focuses on the processes, procedures, and tools necessary to support the successful management of strategic IT projects to produce equitable project outcomes for our customers. The program also includes oversight of the one-time-only Board of County Commissioners approved projects. The PPM team ensures project management standards and processes are in place across the Department of County Assets Division of Information Technology and creates an inclusive environment in which project objectives can be met.

Program Summary

The program plans for and manages projects to ensure that the right resources work on the right projects at the right time. Because our resource capacity is limited, it is important that the IT staff are used efficiently and effectively to help our customers meet their goals.

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 project objectives to aid customers in reaching their goals to serve underserved populations, inclusive project teams, and risk in order to complete these projects following adopted project management practices. This program is responsible for the Demand Planning function throughout the IT portfolio helping customers and IT reach the goals of the organization.

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 2020, the full IT Project Portfolio consisted of 295 projects active during the course of the year and 114 projects were completed during the year. The IT 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Maintain ratio of planned to unplanned work for actual time worked | 73% | 80% | 72% | 75% |
| Outcome | Number of strategic reports shared with leaders improving transparency. | 2 | 3 | 1 | 3 |
| Outcome | Percent of strategic projects completed on time per project schedules baseline. | 83% | 80% | 50% | 80% |
| Outcome | Incorporate the equity lens to determine if and how projects impact the community or end-users. | N/A | N/A | N/A | 100% |

Performance Measures Descriptions

PM #1 Output-Designed to ensure that project management staff are working on planned projects.

PM #2 Outcome - Ensures that information concerning strategic IT projects are consistently shared with County leadership.

PM #3 Outcome - Helps ensure that resources are applied to the most strategic projects.

PM #4 Outcome - Measures the extent to which equity practices through the lens and 5 Ps have been brought into the IT Project Management practices.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$2,037,575 | \$0 | \$2,273,608 |
| Contractual Services | \$0 | \$1,021,641 | \$0 | \$200,204 |
| Materials & Supplies | \$0 | \$196,350 | \$0 | \$54,217 |
| Internal Services | \$0 | \$400 | \$0 | \$400 |
| Total GF/non-GF | \$0 | \$3,255,966 | \$0 | \$2,528,429 |
| Program Total: | \$3,255,966 | | \$2,528,429 | |
| Program FTE | 0.00 | 10.00 | 0.00 | 10.00 |

| Program Revenues | | | | |
|---------------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$2,372,820 | \$0 | \$2,370,225 |
| Financing Sources | \$0 | \$935,000 | \$0 | \$0 |
| Beginning Working Capital | \$0 | \$0 | \$0 | \$158,204 |
| Total Revenue | \$0 | \$3,307,820 | \$0 | \$2,528,429 |

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics. Additionally, \$158K of Beginning Working Capital related to the DART-Orion post go-live project was moved into this program offer.

Significant Program Changes

Last Year this program was: FY 2021: 78302 IT Planning, Projects & Portfolio Management

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins. Facilitation of project teams is primarily through Google meet, email and/or google chat with the aid of collaboration tools such as Jamboard. Covid related projects are identified and are monitored and tracked.

The DART-Orion post go-live project was combined into this program from offer 78326 in FY21. This project is in the final stages of close out and will be complete in FY22.

Department: County Assets

Program Contact: Kaleb Smith

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. Equity is incorporated into the Help Desk support process by ensuring we are able to effectively communicate with our customers. If there are language barriers the team will try to use the best mode of communication to connect with the customer. We use plain language (non technical) and patience to ensure the customer feels supported.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 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 | 60% | 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$1,167,855 | \$0 | \$1,236,514 |
| Contractual Services | \$0 | \$1,800 | \$0 | \$1,800 |
| Materials & Supplies | \$0 | \$10,760 | \$0 | \$11,160 |
| Total GF/non-GF | \$0 | \$1,180,415 | \$0 | \$1,249,474 |
| Program Total: | \$1,180,415 | | \$1,249,474 | |
| Program FTE | 0.00 | 8.75 | 0.00 | 8.75 |

| Program Revenues | | | | |
|-----------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$1,185,291 | \$0 | \$1,249,474 |
| Total Revenue | \$0 | \$1,185,291 | \$0 | \$1,249,474 |

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 2021: 78303 IT Help Desk Services

Due to COVID 19, staff in this program have moved to telework with one to two staff remaining onsite to assist any walkup support needs. We have added one contractor to assist with call volumes which remain elevated given the number of customers teleworking and need additional support with remote telework and the additional technology needs (VPN, headsets, video conferencing). We expect to continue this model into FY22.

Department: County Assets

Program Contact: Rodney Chin

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Telecommunication Services program manages all voice and video communication services for more than 6,000 County and partner employees. The services provided by this program facilitate communication with residents and visitors, business partners, and employees.

Program Summary

The County maintains an enterprise voice system that processes more than 25,000 incoming calls and voicemails each day. This program coordinates the installation and maintenance of all voice equipment and associated technologies including wiring, switching and routing equipment, desk phones, call center consoles and connectivity to the public telephone system. Telecom is responsible for supporting phones and applications for more than 6,000 customers across all County locations. Telecom works closely with departments to identify communication needs and then implement technologies to address them. Key services supported by this program include all County call centers, such as the Mental Health Crisis line. Large projects are coordinated by Telecom including office relocations, new facility provisioning, and remodeling. Telecom also manages the acquisition, configuration, and maintenance of video conferencing units at multiple locations. These are used heavily by the State Courts, Department of Community Justice, and Public Defenders. WAN Services will continue to provide, consult and enhance teleworking, video conferencing and other network capabilities in support of ongoing Covid19 pandemic response needs.

Equity is incorporated throughout all objectives of the service, from development and planning, recruiting, training, implementation, and evaluation as it aligns with the needs of its internal customers. Telecommunication Services will apply an equity lens to ensure equitable distribution of services, which will provide communication needs to employees, programs and underserved communities.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Average time (in hours) to respond to high priority incidents. | 1 | 1 | 1 | 1 |
| Outcome | High priority incidents resolved within 12 hours. | 98% | 98% | 98% | 98% |
| Output | ServiceNow questionnaire customer satisfaction. | N/A | N/A | N/A | 95% |

Performance Measures Descriptions

These measures are designed to ensure problems reported to the Help Desk are logged, assigned and dispatched to technicians as a priority, ensure support teams respond in a timely manner to high priority incidents and customers are satisfied.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$1,071,107 | \$0 | \$1,089,973 |
| Materials & Supplies | \$0 | \$1,920,333 | \$0 | \$1,545,927 |
| Internal Services | \$0 | \$16,200 | \$0 | \$16,200 |
| Capital Outlay | \$0 | \$40,000 | \$0 | \$0 |
| Total GF/non-GF | \$0 | \$3,047,640 | \$0 | \$2,652,100 |
| Program Total: | \$3,047,640 | | \$2,652,100 | |
| Program FTE | 0.00 | 5.00 | 0.00 | 5.00 |

| Program Revenues | | | | |
|---------------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$2,121,296 | \$0 | \$2,139,982 |
| Beginning Working Capital | \$0 | \$734,943 | \$0 | \$367,787 |
| Service Charges | \$0 | \$191,401 | \$0 | \$144,331 |
| Total Revenue | \$0 | \$3,047,640 | \$0 | \$2,652,100 |

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 2021: 78304 IT Telecommunications Services

No COVID related cost increase to the program. In 2020, IT upgraded the telecommunications technology allowing call center agents to take calls outside of the office. This supported the County's overall "work from home" mandate.

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually.

Department: County Assets **Program Contact:** Mark Lewis

Program Offer Type: Internal Service **Program Offer Stage:** As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Mobile Device Expense Management program provides centralized management of all wireless voice and data communications for approximately 6,000 County employees. The services provided by this program facilitate communication with residents and visitors, business partners, and employees. This group contracts, purchases, provisions, tracks, and oversees the usage and payment for wireless (cellular) devices and the related services for the County. This includes cell phones, pagers, tablet computers, smart phones, and aircards.

Program Summary

The County maintains approximately 2,800 wireless devices. This group works closely with Departments, IT, Desktop Support Staff, and IT Security, to identify wireless communication needs, then set standards for devices and service plans to address these needs. This program coordinates the acquisition of all cellular devices as well as the provisioning of the cellular services for these devices, also known as mobile devices.

Services include:

- Sources and/or negotiates contracts for the services for delivery to internal and external customers;
- Provides resources and services in support of emergency responses by the County, to ensure vital communications are maintained;
- Manage risks and;
- Provide reliable, sustainable services to mobile device users, a primary goal is to continue to improve the per unit costs of the services over the prior year.

Each year, the aggregate overall expenses relating to County owned mobile devices are translated into an average cost per minute metric and average cost per device. The baseline averages are used as the basis for cost savings calculations. The total overall costs include personnel and non-personnel expenses, the costs for the services supporting the Telecommunication Expense Management System, plus the costs for all wireless services usage. All of which are passed through to the Departments of the wireless device users on a pro-rata basis.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | % of processed new and replacement mobile device requests including audit of carrier records for exceptions | 99% | 99% | 99% | 99% |
| Outcome | Reduce overall cost per unit over prior year | 2% | 1% | 1% | 1% |

Performance Measures Descriptions

PM #1 Output - Program will process 99% of all new and replacement mobile device requests and will audit carrier records for any exceptions not ordered by program.

PM #2 Outcome - Reduce overall cost of mobile devices and related services (per device) over similar costs from the prior fiscal year.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$101,817 | \$0 | \$144,338 |
| Contractual Services | \$0 | \$1,095,650 | \$0 | \$1,583,225 |
| Materials & Supplies | \$0 | \$112,899 | \$0 | \$71,201 |
| Total GF/non-GF | \$0 | \$1,310,366 | \$0 | \$1,798,764 |
| Program Total: | \$1,310,366 | | \$1,798,764 | |
| Program FTE | 0.00 | 1.00 | 0.00 | 1.00 |

| Program Revenues | | | | |
|---------------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$1,272,909 | \$0 | \$1,757,602 |
| Beginning Working Capital | \$0 | \$37,457 | \$0 | \$41,162 |
| Total Revenue | \$0 | \$1,310,366 | \$0 | \$1,798,764 |

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 2021: 78305 IT Mobile Device Expense Management

The significant increase in Contractual Services costs on a year over year basis is due to the nearly 50% increase in device counts primarily due to the COVID-19 response.

This group sources and/or negotiates contracts for the services for delivery to internal and external customers. These responsibilities expanded to include external County partners and clients as a result of COVID-19 response.

Department: County Assets **Program Contact:** Rodney Chin
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Network Services program includes the Wide Area Network (WAN) Program. The WAN group provides a stable and secure network for data communications between County buildings, data centers, and to external networks.

Program Summary

WAN Services designs, implements and manages the secure data network infrastructure that connects County buildings and provides access to the Internet and County applications, connecting people to the services they need. Network infrastructure and services include routing and switching, firewall management, Internet Protocol (IP) address management, partner connectivity, monitoring, and incident management. This program implements wireless access and manages remote access (VPN) for County employees to securely connect to County data from any location that has Internet connectivity. WAN Services also supports large projects including office relocations, new facility provisioning, and remodeling as well as several implementations that support department programs, goals and community initiatives. WAN Services will continue to provide, consult and enhance teleworking, video conferencing and other network capabilities in support of ongoing Covid19 pandemic response needs.

Equity is incorporated throughout all objectives of the service, from development and planning, recruiting, training, implementation, and evaluation as it aligns with the needs of its internal customers. Network Services will apply an equity lens to ensure equitable distribution of services, therefore providing the connectivity needs our programs require to deliver to our underserved residents and communities. For example, outfitting our libraries with high-speed internet access so residents with financial or societal constraints can have equal access to technology, business and commerce delivered via the internet.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | County WAN sites network availability 24 x 7, excluding scheduled maintenance. | 99.9% | 99.9% | 99.9% | 99.9% |
| Outcome | ServiceNow customer service satisfaction survey. | N/A | N/A | N/A | 75% |

Performance Measures Descriptions

PM#1 Designed to ensure Network availability. County WAN sites connected to the network using DSL and school-based health clinics are not included in the performance measure.

PM#2 Designed to ensure prioritized response and customer satisfaction of support.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$1,666,087 | \$0 | \$1,536,297 |
| Contractual Services | \$0 | \$125,000 | \$0 | \$125,000 |
| Materials & Supplies | \$0 | \$2,864,330 | \$0 | \$2,660,080 |
| Internal Services | \$0 | \$1,000 | \$0 | \$1,000 |
| Total GF/non-GF | \$0 | \$4,656,417 | \$0 | \$4,322,377 |
| Program Total: | \$4,656,417 | | \$4,322,377 | |
| Program FTE | 0.00 | 7.00 | 0.00 | 7.00 |

| Program Revenues | | | | |
|-----------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$4,663,602 | \$0 | \$4,322,377 |
| Total Revenue | \$0 | \$4,663,602 | \$0 | \$4,322,377 |

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 2021: 78306 IT Network Services

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually.

Department: County Assets

Program Contact: Kaleb Smith

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 8,800 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. Equity is incorporated into the Desktop Support process by ensuring we are able to support all our customers. We focus on the issues customers have and prioritize work by impact. PC refresh is performed based on a set schedule of when the asset is no longer under manufacturer warranty. If there are language barriers the team will find the best mode of communication to connect with the customer. We use plain language (non technical) and patience to ensure the customer feels supported. The Desktop team is also learning to better support users who have accommodation needs and specialized software.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Desktop device moves are completed 95% 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% | 95% | 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$2,547,724 | \$0 | \$2,605,750 |
| Contractual Services | \$0 | \$78,505 | \$0 | \$82,159 |
| Materials & Supplies | \$0 | \$24,873 | \$0 | \$28,773 |
| Internal Services | \$0 | \$15,000 | \$0 | \$0 |
| Total GF/non-GF | \$0 | \$2,666,102 | \$0 | \$2,716,682 |
| Program Total: | \$2,666,102 | | \$2,716,682 | |
| Program FTE | 0.00 | 16.50 | 0.00 | 17.50 |

| Program Revenues | | | | |
|-----------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$2,669,849 | \$0 | \$2,716,682 |
| Total Revenue | \$0 | \$2,669,849 | \$0 | \$2,716,682 |

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 2021: 78307 IT Desktop Services

Program offer 78307 increased by 1.00 FTE due to a conversion of a limited duration assignment into a full-time permanent position. This position fills a continued, ongoing need to evaluate new software for county use where demand exceeds capacity.

Due to COVID 19, the Desktop staff are primarily working from home and going out to customers locations when support needs require them to do so. We have enabled contactless pickup for hardware within the Multnomah Building as well as allowed staff to adjust schedules to work off hours to reduce the number of in person interactions. To assist the migration of many users to laptops (to facilitate remote work), additional contractors were brought onto the team to help meet the customers needs.

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 is responsible for providing 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

Successful lifecycle management of thousands of IT assets for desktop and laptop computers, 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 desktop is four years, other equipment is based on manufacturer lifecycle recommendations. This program serves all County programs including the Multnomah County Library District; internal and public use and the County training rooms. This program does not serve the Multnomah County Sheriff's systems, or the Multnomah County District Attorney PCs.

The asset replacement program applies an equity lens to ensure delivery of the service is equally offered and provided to all county employees and properties. The staffing for this program uses our Human Resource recruitment and hiring process to ensure equity when filling open positions. Annual equipment replacements are determined by manufacturer recommended replacement schedules and customer trouble tickets are addressed by work impact. Equipment disposal is made through donations as it aligns with the needs of our internal customers delivering service to our underserved residents and our community. The County seeks out opportunities to assist the local community by donating equipment via Free Geek and local public schools, e.g. Portland Public Schools.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Percentage of personal computer devices replaced according to replacement schedule | 80% | 80% | 80% | 80% |
| Outcome | Asset database quality, accuracy and completeness | 99% | 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$0 | \$109,285 |
| Contractual Services | \$0 | \$360,000 | \$0 | \$360,000 |
| Materials & Supplies | \$0 | \$3,084,630 | \$0 | \$3,554,185 |
| Capital Outlay | \$0 | \$5,014,207 | \$0 | \$5,072,558 |
| Total GF/non-GF | \$0 | \$8,458,837 | \$0 | \$9,096,028 |
| Program Total: | \$8,458,837 | | \$9,096,028 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$4,432,589 | \$0 | \$4,468,993 |
| Beginning Working Capital | \$0 | \$4,026,248 | \$0 | \$4,627,035 |
| Total Revenue | \$0 | \$8,458,837 | \$0 | \$9,096,028 |

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 2021: 78308 IT Asset Replacement

No Covid-19 related immediate cost increase to the program. As more County staff transition to laptop devices for teleworking and mobility, there will be an increase in future years to replace these devices every 3 versus 4 years.

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.

Managing requests for IT services and ensuring requests are well-defined, prioritized and scheduled in alignment with department and County priorities; understanding and defining operational needs and recommending effective, innovative technology solutions; designing, building, testing, and implementing the selected solutions while sustaining existing systems.

Strategies include: 1) Applying IT resources focused on new project requests in accordance with Department governance forums including consideration of WESP and Core Competencies as guidance. 2) Evaluating existing applications and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests; 3) Leveraging County resources by reusing existing systems, evaluating departmental needs across the enterprise to leverage systems and prevent redundancy, and using total cost of ownership to make informed IT investment decisions; and 4) Following Think Yes principles to ensure creativity and partnerships that provide for clear, sustainable and equitable solutions. Strategies will result in an increase in IT resources focused on high value projects that meet the needs of the County's cultural and service objectives.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Percent of employee hours spent on planned work versus unplanned work | 58% | 58% | 63% | 65% |
| Outcome | Percentage point increase in employee hours spent on planned work | 0 | 3% | 8% | 3% |

Performance Measures Descriptions

Output Measure - 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$1,331,333 | \$0 | \$1,432,867 |
| Contractual Services | \$0 | \$650,000 | \$0 | \$956,200 |
| Materials & Supplies | \$0 | \$26,044 | \$0 | \$24,279 |
| Total GF/non-GF | \$0 | \$2,007,377 | \$0 | \$2,413,346 |
| Program Total: | \$2,007,377 | | \$2,413,346 | |
| Program FTE | 0.00 | 6.00 | 0.00 | 7.00 |

| Program Revenues | | | | |
|-----------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$2,014,562 | \$0 | \$2,413,346 |
| Total Revenue | \$0 | \$2,014,562 | \$0 | \$2,413,346 |

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 2021: 78309 IT Health and Human Services Application Services

Professional services increase due to support for the new Preschool For All program.

Program offer increased by 1.00 FTE due to a conversion of 1 limited duration assignment into a full-time permanent position. This position fills a continued ongoing need supporting the Health department's portfolio of systems and applications.

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins. Facilitation of teams is primarily through Google meet, email and/or google chat.

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 (DCJ), Decision Support System for Justice (DSS-J), and the Multnomah County Sheriff's Office (MCSO).

Program Summary

This Program Offer improves the delivery of County services through automating business operations and integrating information between public safety partners. The wide variety of Application Services provided require focus on increasing and improving delivery of technology to provide higher value to departments and residents. Activities are performed as required to keep current systems available through improving application life-cycle planning, project governance and prioritization, and resource accountability.

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 acknowledges the criminal justice system history of oppression and racism of traditionally marginalized communities and is partnering with DCJ to have a just and equitable system. Technology enables our community access to County services and we are implementing the following strategies: 1) Applying IT resources focused on new project requests in accordance with Department governance forums including consideration of WESP and Core Competencies as guidance; 2) Evaluating existing applications and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests; 3) Leveraging County resources by reusing existing systems, evaluating departmental needs across the enterprise to leverage systems and prevent redundancy, and using total cost of ownership to make informed IT investment decisions; and 4) Following Think Yes principles to ensure creativity and partnerships that provide for clear, sustainable and equitable solutions.

Strategies will result in an increase in IT resources focused on high value projects that meet the needs of the County's cultural and service objectives.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Percent of employee hours spent on planned work versus unplanned work | 74% | 75% | 68% | 75% |
| Outcome | Percentage point increase in time spent on planned projects | -3% | 0% | 1% | 1% |

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$3,411,638 | \$0 | \$3,819,943 |
| Materials & Supplies | \$0 | \$88,367 | \$0 | \$103,521 |
| Total GF/non-GF | \$0 | \$3,500,005 | \$0 | \$3,923,464 |
| Program Total: | \$3,500,005 | | \$3,923,464 | |
| Program FTE | 0.00 | 19.00 | 0.00 | 19.00 |

| Program Revenues | | | | |
|-----------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$3,506,012 | \$0 | \$3,923,464 |
| Total Revenue | \$0 | \$3,506,012 | \$0 | \$3,923,464 |

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 2021: 78310 IT Public Safety Application Services

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. It's expected that remote workforce consideration will be relevant in FY 2022.

Department: County Assets **Program Contact:** Tony Chandler

Program Offer Type: Internal Service **Program Offer Stage:** As Adopted

Related Programs:
Program Characteristics:

Executive Summary

IT General Government Application Services provide software systems and services for the Department of County Assets (DCA), Department of County Management (DCM), Department of Community Services (DCS), District Attorney's Office and Non-Departmental offices. Services include relationship management, business analysis, GIS services and development to implement and maintain in-house and vendor software. The program focuses on delivering high business value technology to departments and constituents, while maintaining existing systems through application life-cycle and project governance. Project governance within IT and in partnership with County Departments incorporates business efficiency and continuity with a lens focused on serving the diverse needs of the County with equitable engagement in mind.

Program Summary

The IT General Government Application Services group supports core systems for DCM, DCA and DCS, and provides support for small applications and data and analytics reporting for Non-Departmental offices. The program supports ERP platforms (Workday, Tririga, Jaggaer, Questica) and includes the following services:

-Managing requests for IT services and ensuring requests are well-defined, prioritized and scheduled in alignment with department and County priorities; understanding and defining operational needs and recommending effective, innovative technology solutions; designing, building, testing, and implementing the selected solutions while sustaining existing systems. Strategies include:

- 1) Applying IT resources focused on new project requests in accordance with Department governance forums including consideration of WESP and Core Competencies as guidance.
- 2) Evaluating existing applications and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests;
- 3) Leveraging County resources by reusing existing systems, evaluating departmental needs across the enterprise to leverage systems and prevent redundancy, and using total cost of ownership to make informed IT investment decisions; and
- 4) Following Think Yes principles to ensure creativity and partnerships that provide for clear, sustainable and equitable solutions.

Strategies will result in an increase in IT resources focused on high value projects that meet the needs of the County's cultural and service objectives.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Governance forums enabling the application of the strategies and equity lens defined in this program. | N/A | N/A | N/A | 100% |
| Outcome | Projects and tickets vetted through governance forums aligning technical strategies and equity lens. | N/A | N/A | N/A | 70% |

Performance Measures Descriptions

PM #1 Output - Governance forums, for all business channels, that enable the application of the strategies and equity lens defined in this program. PM #2 Outcome - Measured by the assessment of hours spent by General Government resources working on vetted/documented workload versus ad hoc requests that may arise outside of governance structures.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$1,685,800 | \$0 | \$1,884,959 |
| Materials & Supplies | \$0 | \$40,062 | \$0 | \$39,856 |
| Total GF/non-GF | \$0 | \$1,725,862 | \$0 | \$1,924,815 |
| Program Total: | \$1,725,862 | | \$1,924,815 | |
| Program FTE | 0.00 | 6.00 | 0.00 | 9.00 |

| Program Revenues | | | | |
|-----------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$1,733,047 | \$0 | \$1,924,815 |
| Total Revenue | \$0 | \$1,733,047 | \$0 | \$1,924,815 |

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 2021: 78311 IT General Government Application Services

Program offer 78311 increased by 3.00 FTE due to a conversion of 3 limited duration assignments into full-time permanent positions. These positions fill a continued ongoing need within the General Government Portfolio to support department needs due to systems added over time. There was no financial impact to these positions.

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. It's expected that remote workforce consideration will be relevant in FY 2022.

Department: County Assets **Program Contact:** Michelle Smith
Program Offer Type: Internal Service **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Data and Reporting Services provides and supports reliable services and software systems that are used across departmental boundaries and serve all County lines of business. Services include platform support for databases, web server support, and support of enterprise analytics tools used for decision making and results measurement.

Program Summary

This program's specific service areas include Database Services, Reporting Services, Business Data Marts, Web Platform Administration, and related customer service management. Equity is incorporated throughout all objectives of the service, from development and planning, recruiting, training, implementation, and evaluation as it aligns with the needs of our internal customers.

Web Services provide the standard platforms for applications that enable access via the internet/intranet to County program information, resident and visitor self-serve/direct access to County services, and electronic transaction processing.

Database and Reporting Services provide the data storage and reporting structure and tools to allow information access and sharing with the public, County departments, and external business partners. This includes enterprise data marts used for business intelligence and analytics as well as visualization services.

All services include understanding and defining enterprise business needs, recommending effective and innovative technology solutions, constructing and upgrading platforms as required and ensuring the integrity and security of the platforms. Key to effectively providing these services is meeting common cross department needs and identifying new opportunities; while at the same time standardizing services and platforms in order to provide a low total cost of ownership.

Measures are focused on increasing the amount of customer work vs IT and administrative work as well as up time, in general, for the platform.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Percent of employee hours spent on customer work versus IT and administrative work | 24% | 25% | 24% | 25% |
| Outcome | Percent of time production systems are available for customer usage (excluding planned outages) | 99% | 99.9% | 99% | 99.9% |

Performance Measures Descriptions

PM #1 Output Measure - measures the amount of time employees are working on direct customer tasks.

PM #2 Outcome measure - measures the availability of production systems. The goal is minimum disruption in business processes and services due to system outages.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$6,064,366 | \$0 | \$6,419,778 |
| Materials & Supplies | \$0 | \$1,136,984 | \$0 | \$1,239,901 |
| Total GF/non-GF | \$0 | \$7,201,350 | \$0 | \$7,659,679 |
| Program Total: | \$7,201,350 | | \$7,659,679 | |
| Program FTE | 0.00 | 30.00 | 0.00 | 32.00 |

| Program Revenues | | | | |
|-----------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$6,358,055 | \$0 | \$7,659,679 |
| Total Revenue | \$0 | \$6,358,055 | \$0 | \$7,659,679 |

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 2021: 78312 IT Data & Reporting Services

Data & Reporting Services increase in materials and supplies is due to increase spending on software needed to meet program goals. In addition, program offer 78312 increased by 2.00 FTE due to a conversion of limited duration assignments into full-time permanent positions. These positions fill a continued ongoing need within the Data & Reporting program to support key growth areas within the County.

Due to COVID-19, the staff in this program moved to Teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email, hangouts, or google chat.

Department: County Assets **Program Contact:** Tony Chandler

Program Offer Type: Internal Service **Program Offer Stage:** As Adopted

Related Programs:

Program Characteristics:

Executive Summary

The County uses Enterprise Resource Planning (ERP) software to manage our business operations. Our ERP systems are the primary system of record for managing people, financials, budget, and facilities. The County's ERP software suite includes Workday, TRIRIGA, Jaggaer, and Questica. Objectives for the County's ERP are governed by functional teams in IT, Human Resources, Finance, Facilities and Central Purchasing, as well as an Executive Steering Committee representing each of these areas.

Program Summary

The ERP Support Program provides services supporting regulatory reporting requirements, business process analysis and re-engineering, and implementation of process innovation. These services are designed to increase efficiencies in the County's operations and reduce costs. The IT ERP support team provides coordination among the ERP systems, technical support, security administration, and complex reporting services. The IT ERP support team works collaboratively with the support teams within central HR, Finance, Central Purchasing, Budget and Facilities to deliver services to the County's employees, contractors, contingent workers, community partners, and retired employees. The ERP program is focused on support of reliable operational and analytical data that can be used to support equitable outcomes for the County's workforce and its residents and guests.

IT ERP Support consists of resources from various teams, but is brought together by a Cross Governance Team and Executive Steering Committee that ensures that the priorities for these systems are focused by business, cultural and equity lenses.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Governance forums enabling the application of the strategies and equity lens defined in this program. | N/A | N/A | N/A | 100% |
| Outcome | Projects and tickets vetted through governance forums aligning technical strategies and equity lens. | N/A | N/A | N/A | 70% |

Performance Measures Descriptions

PM #1 Output - Measured by the confirmed existence and ongoing operation of governance bodies for each functional area.
 PM #2 Outcome - Measured by the assessment of hours spent by IT ERP resources working on vetted/documentated workload versus ad hoc requests that may arise outside of governance structures.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$1,346,950 | \$0 | \$1,418,261 |
| Contractual Services | \$0 | \$185,000 | \$0 | \$185,000 |
| Materials & Supplies | \$0 | \$2,340,478 | \$0 | \$2,399,562 |
| Total GF/non-GF | \$0 | \$3,872,428 | \$0 | \$4,002,823 |
| Program Total: | \$3,872,428 | | \$4,002,823 | |
| Program FTE | 0.00 | 7.00 | 0.00 | 7.00 |

| Program Revenues | | | | |
|-----------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$3,872,428 | \$0 | \$4,002,823 |
| Total Revenue | \$0 | \$3,872,428 | \$0 | \$4,002,823 |

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 2021: 78313 IT ERP Application Services

No COVID related cost increase to the program.

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. It's expected that remote workforce consideration will be relevant in FY 2022.

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, equitable services, used across departmental boundaries, serving all County lines of business. These services include Google Apps for Government, digital accessibility, public websites (e.g., 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 enterprise productivity tools; 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 to save on costs to the County.

Equity is incorporated throughout all objectives of the service from development through support, and is specifically important because of the public nature of this program offer. An example is ensuring public digital forms are usable by individuals with a diverse set of disabilities. Additionally 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Percent of employee hours spent on customer work versus IT and administrative work | 26% | 27% | 27% | 28% |
| 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$2,899,411 | \$0 | \$3,236,662 |
| Contractual Services | \$0 | \$0 | \$0 | \$45,000 |
| Materials & Supplies | \$0 | \$1,888,466 | \$0 | \$2,180,640 |
| Total GF/non-GF | \$0 | \$4,787,877 | \$0 | \$5,462,302 |
| Program Total: | \$4,787,877 | | \$5,462,302 | |
| Program FTE | 0.00 | 13.00 | 0.00 | 14.00 |

| Program Revenues | | | | |
|-----------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$5,192,014 | \$0 | \$5,462,302 |
| Total Revenue | \$0 | \$5,192,014 | \$0 | \$5,462,302 |

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 2021: 78314 IT Enterprise and Web Application Services

Program offer 78314 increased by 1.00 FTE due to a conversion of 1 limited duration assignment into a full-time permanent position. This position fills a continued ongoing need supporting key platform technologies and accessibility.

No COVID related cost increase to the program.

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. It's expected that remote workforce consideration will be relevant in FY 2022.

Department: County Assets **Program Contact:** Tracey Massey
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. Library patrons have an increasing need for technology and related support. Libraries help address the digital divide.

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 continues to evolve the technology services provided to County residents. During the pandemic, this has included a range of new services from chrome book loaning, outdoor computer labs, to new indoor computer access. 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 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% | 11% | 12% |

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$386,423 | \$0 | \$418,914 |
| Materials & Supplies | \$0 | \$0 | \$0 | \$11,347 |
| Total GF/non-GF | \$0 | \$386,423 | \$0 | \$430,261 |
| Program Total: | \$386,423 | | \$430,261 | |
| Program FTE | 0.00 | 2.00 | 0.00 | 2.00 |

| Program Revenues | | | | |
|-----------------------|------------|------------------|------------|------------------|
| Other / Miscellaneous | \$0 | \$386,423 | \$0 | \$430,261 |
| Total Revenue | \$0 | \$386,423 | \$0 | \$430,261 |

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 2021: 78315 IT Library Application Services

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. It's expected that remote workforce consideration will be relevant in FY 2022.

Department: County Assets**Program Contact:** Tracey Massey**Program Offer Type:** Internal Service**Program Offer Stage:** As Adopted**Related Programs:****Program Characteristics:**

Executive Summary

This program offer accounts for shared expenses of the IT Division. It includes Facilities and Administrative Hub costs, limited software licensing and maintenance costs for identified enterprise systems, and the budget for IT trainers that work in the County's Organizational Learning group in the Department of County Management.

Program Summary

This program provides a central accounting location for costs that accrue to the IT Division as a whole. Facility charges for the division's two primary locations (in the Multnomah and the data center in the East County Courthouse). The cost of IT trainers supported by the IT organization to provide IT training and consultation Countywide are budgeted in this program offer. Additionally, Beginning Working Capital was reduced \$1.7M in FY22 based on a Cash Transfer Out that occurred post FY21 budget adoption.

The IT trainers supported through this program provide a wide variety of training services throughout the County. Equity considerations are included as a part of training design and delivery.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Timely repayment of borrowed funds | 100% | 100% | 100% | 100% |
| Outcome | Revenue collection is accurate and timely | 100% | 97% | 100% | 97% |

Performance Measures Descriptions

PM #1 Output Measure - the accounting process to track repayment of borrowed funds passes through this program offer. Timely reconciliation of the amounts is required to accurately reflect ongoing expenses and remaining balances.

PM #2 Outcome Measure - the accounting process to track the incoming revenue tied to this program offer requires accurate and timely processing to support periodic reporting of remaining balances.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$1,219,305 | \$0 | \$1,045,914 |
| Contractual Services | \$0 | \$180,678 | \$0 | \$105,010 |
| Materials & Supplies | \$0 | \$202,480 | \$0 | \$294,915 |
| Internal Services | \$0 | \$11,606,527 | \$0 | \$11,754,806 |
| Capital Outlay | \$0 | \$3,760,967 | \$0 | \$1,675,387 |
| Total GF/non-GF | \$0 | \$16,969,957 | \$0 | \$14,876,032 |
| Program Total: | \$16,969,957 | | \$14,876,032 | |
| Program FTE | 0.00 | 4.00 | 0.00 | 4.75 |

| Program Revenues | | | | |
|---------------------------|------------|---------------------|------------|---------------------|
| Other / Miscellaneous | \$0 | \$13,116,995 | \$0 | \$13,229,652 |
| Beginning Working Capital | \$0 | \$3,879,423 | \$0 | \$1,646,380 |
| Total Revenue | \$0 | \$16,996,418 | \$0 | \$14,876,032 |

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 2021: 78316 IT Shared Operating Expenses

Program offer 78316 increased by 1.00 FTE due to a conversion of a limited duration assignment into a full-time permanent position. This position fills a continued ongoing need as part of the Technology Training team in Organizational Learning. This increase is partially offset by a 25% (0.25 FTE) allocation of costs moving to program offer 78104 (Business Services Countywide Strategic Sourcing).

There are no significant program changes due to COVID-19 impact.

Department: County Assets

Program Contact: Gary Wohlers

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:

Program Characteristics:

Executive Summary

Data Center Operations and Technical Services provide the hardware, software installation, maintenance, troubleshooting, and the technical and operational support for all County computing and printing systems. These systems provide critical services to residents and visitors and must be maintained in a highly available, secure and recoverable environment. This program includes 24x7x365 operation of the data centers with Operations and Technical Service staff supporting restoration of services during disruptions 24x7.

Program Summary

Data Center Operations and Technical Services provide hardware and software management, server system maintenance, software upgrades, problem resolution, server, storage and print management, asset tracking and after-hours support for all County business systems running in the data center(s). This program also provides vendor management for data center hardware and software systems. Included in this offer are the Technical Services staff who provide software and hardware architecture design, planning, acquisition, installation and capacity planning for computer room hardware. Additional services provided by this program are data backup, restoration services, disaster preparedness, storage management, emergency response, print queue management, desktop scripting and physical data center security. The primary data center is located in the East County Courts facility. A secondary data center is located in a leased facility in Hillsboro and provides the capability for server and storage expansion and disaster recovery.

Data Center Operations and Technical Services will apply an equity lens to ensure delivery of the service is equally offered and provided to all county employees and properties, therefore providing the systems our departments require to deliver to our underserved residents and communities. For example, ensuring the applications we support in the Library are available so residents with financial or societal constraints have equal access to technology.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Percent of recovery data available off site and refreshed at least once every 24 hours. | 99% | 99% | 99% | 99% |
| Outcome | Uptime of scheduled availability for production hardware and operating systems. | 99% | 99% | 99% | 99% |

Performance Measures Descriptions

PM #1 Output measure - Production systems and data backup sets are created and sent to an offsite facility via disk replication or magnetic tape.

PM #2 Outcome measure - Production Servers and Storage are operational with the exception of scheduled maintenance periods. 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$4,591,214 | \$0 | \$4,789,002 |
| Contractual Services | \$0 | \$71,500 | \$0 | \$71,500 |
| Materials & Supplies | \$0 | \$1,060,541 | \$0 | \$1,044,906 |
| Total GF/non-GF | \$0 | \$5,723,255 | \$0 | \$5,905,408 |
| Program Total: | \$5,723,255 | | \$5,905,408 | |
| Program FTE | 0.00 | 23.75 | 0.00 | 24.75 |

| Program Revenues | | | | |
|-----------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$5,749,340 | \$0 | \$5,905,408 |
| Total Revenue | \$0 | \$5,749,340 | \$0 | \$5,905,408 |

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 2021: 78317 IT Data Center & Technical Services

Program offer 78317 increased by 1.00 FTE due to a conversion of a limited duration assignment into a full-time permanent position. This position fills a continued ongoing need within the Helpdesk and Security areas.

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Team communications are primarily video conferencing and collaborative email/chat. Incident and work response is managed within Service Now.

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

Executive Summary

This project intends to upgrade the Multnomah County District Attorney's (MCDA's) Document Management Systems (Alfresco) by updating it to the latest version of the Alfresco application, moving the application environment from Windows 2012 servers to Windows 2019 servers, adding programmatic features to the Juvenile instance, upgrading the scanning software used to input documents into Alfresco, and training staff on the significantly updated software interface.

Program Summary

The current version of the Alfresco system is unsupported and unstable. This project will upgrade Alfresco to Version 6.2. This project funds a project management resource and the costs of the vendor to complete the bulk of the work. Additional project resources will be provided by MDCA staff. The primary components of the project include:

- Setup, configure, test, and implement (a) development and (b) production environments
- Migrate all current content from Windows 2012 Virtual Servers to Windows 2019 Virtual Servers.
- Maintain functionality of previously installed components and modules
- Assist in the specification and configuration of upgraded storage hardware and software methods needed to handle the expected significant increase in storage volume due to Body Worn Camera initiatives throughout MCDA's jurisdictions.
- Update and reconfigure the current scanner software used to input documents into the new version of Alfresco or move to the recommended replacement scanner software and configure it to work with the new version of Alfresco.
- Update Juvenile Document functionality to mirror Adult Document functionality
- Work with MCDA and other jurisdictional development staff to migrate all current interfaces (ex: CRIMES, ePortfolio, DCJ e-Recog) to operate with the new version of Alfresco.
- Work with MCDA to develop and implement training materials and methods needed to train MCDA staff at all levels in the use of the new software interface as well as modified methods of performing some operations as required by the new software.

While there will be ongoing maintenance and licensing costs associated with Alfresco after the project is completed, those costs are not different than what the DA's Office currently experiences (ignoring inflation.)

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | The DA has stabilized the Alfresco platform | N/A | N/A | N/A | 100% |
| Outcome | Employees trained and able to fully use Alfresco. | N/A | N/A | N/A | 170 |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$0 | \$146,536 |
| Contractual Services | \$0 | \$1,219,272 | \$0 | \$0 |
| Materials & Supplies | \$0 | \$0 | \$0 | \$602,933 |
| Total GF/non-GF | \$0 | \$1,219,272 | \$0 | \$749,469 |
| Program Total: | \$1,219,272 | | \$749,469 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|------------|--------------------|------------|------------------|
| Beginning Working Capital | \$0 | \$1,219,272 | \$0 | \$749,469 |
| Total Revenue | \$0 | \$1,219,272 | \$0 | \$749,469 |

Explanation of Revenues

This program will carryover unspent one time only revenues from the CRIMES project into FY 2022 as beginning working capital through project(s) execution.

Significant Program Changes

Last Year this program was: FY 2021: 78319 CRIMES Replacement

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

Executive Summary

This project intends to significantly update and improve the Multnomah County District Attorney's (MCDA's) Email Systems and Public Records Requests (PRR) processes and allow secure document, email, and calendar collaboration between MCDA staff and between MCDA staff and Multnomah County staff. This project will move MCDA's email and calendaring to Google Workspace.

Program Summary

For over a decade, MCDA has relied on MCSO to share their email server, providing MCDA with basic email and calendar functionality. Primarily due to MCDA's outdated strategies for archiving email, and the recent increase in PRR that have brought these issues to the forefront, this strategy is no longer tenable as MCDA has limited ability to update and modify MCSO's email server and any changes directly affect MCSO's environment. Any changes MCDA makes puts MCSO's email speed and stability at risk.

In addition to fundamentally improving email functionality and ability to respond to PRR in a timely manner, Google Workspace comes with a large and varied application suite, used for over a decade at Multnomah County, which is expected to increase productivity and collaboration within MCDA and between MCDA and Multnomah County in many additional ways. It is also intended that as a part of this project initiative, MCDA IT will work with Multnomah County IT to add interfaces between MCDA's implementation of Google Workspace and other Multnomah County systems such as Workday and Active Directory (AD), utilizing the previous experience and successes Multnomah County IT has had in implementing these interfaces for their operations.

The primary budget request is for additional Limited Duration Appointment project staff to manage the project, document existing business processes, execute change management and provide user support/training.

Moving to Google is expected to have lower ongoing costs than the current system because if the DA's Office remains with Outlook (a) it would need to migrate to MS Office 365 and incur related ongoing costs that are higher than those related to Google Workspace licenses (\$75,000/year vs. \$25,000/year), and (b) it would need to have a partial FTE IT person on staff to maintain it (\$100,000/year).

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Email & Calendar migrated to Google Workspace. | N/A | N/A | N/A | 100% |
| Outcome | Employees trained in use of Email & Calendar. | N/A | N/A | N/A | 150 |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$0 | \$219,803 |
| Total GF/non-GF | \$0 | \$0 | \$0 | \$219,803 |
| Program Total: | \$0 | | \$219,803 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|------------|------------|------------|------------------|
| Beginning Working Capital | \$0 | \$0 | \$0 | \$219,803 |
| Total Revenue | \$0 | \$0 | \$0 | \$219,803 |

Explanation of Revenues

This program will carryover unspent one time only revenues from the CRIMES project into FY 2022 as beginning working capital through project(s) execution.

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

In partnership with the Department of Community Justice (DCJ) custody staff, Corrections Health identifies and responds to medical emergencies and also screens for communicable diseases to keep outbreaks to a minimum, to provide care efficiently and effectively, as well as, to protect the community. Coordination with other Oregon counties is facilitated so that continuity of care occurs when youths transfer to other jurisdictions. Electronic medical record (EMR) solutions enable this continuity of care of youths as well as provide staff efficiency in caring for youth across 7 individual housing units. This offer provides EMR solutions for the Juvenile program.

Program Summary

The Juvenile Detention Program (JDH) provides health care services to detained youth often providing equal access to health care for underprivileged, marginalized youth. The health care provided safeguards the health of all of those who are in detention. The staff at JDH previously used a paper-based medical record system and document medication delivery on paper medication administration records.

In phase 1 of this program offer, a Juvenile EMR system was chosen and implemented. A comprehensive electronic medical record program implementation is in process, throughout the Health Department's Clinical Systems Information program. The program includes electronic medical prescription and administration.

Continuation of the JDH EMR Program Offer in FY 2022 will allow expansion of the program to include integration, optimization and standardization of the electronic medical record solutions across the juvenile and adult divisions of corrections health including dental, medication management and administration.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Complete the implementation of the EHR program for Corrections Health | 20% | 100% | 90% | 100% |
| Outcome | Percentage of key milestones met based on approved project plan. | 20% | 75% | 50% | 100% |
| Output | Complete the implementation of Electronic Dental Record for Corrections Health | N/A | N/A | 10% | 100% |

Performance Measures Descriptions

Output: Complete implementation of EHR program for Corrections Health
 Outcome: Percentage of key milestones met based on approved project plan based on selection of EMR solution
 Output: Complete implementation of Electronic Dental Record for Corrections Health (Juvenile)

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$966,887 | \$0 | \$771,719 |
| Total GF/non-GF | \$0 | \$966,887 | \$0 | \$771,719 |
| Program Total: | \$966,887 | | \$771,719 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|------------|------------------|------------|------------------|
| Beginning Working Capital | \$0 | \$966,887 | \$0 | \$771,719 |
| Total Revenue | \$0 | \$966,887 | \$0 | \$771,719 |

Explanation of Revenues

Funded with one-time-only General Funds carrying over from FY21.

Significant Program Changes

Last Year this program was: FY 2021: 78322 Electronic Medical Records Corrections Health Juvenile Detention

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office where possible. Progress was slowed due to Health Department staff response to the pandemic. Operational changes include virtual meetings and check ins. Facilitation of project teams is primarily through Google meet, email and/or google chat.

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Facilities and Property Management is currently managing its large Capital Improvement Program with a failing and aging software system. The system must be replaced to allow Facilities to manage the county's infrastructure investments. The new system will integrate with the new ERP suite of systems to provide more seamless processing and efficiency across the organization. This program offer continues the work initiated in Fiscal Year 2021.

Program Summary

This program will evaluate business requirements, procure a new system, and implement the selected system. The transition to a new Facilities Capital Management System will require changes in service design, workflows, and process reengineering as teams move from legacy systems to new more integrated systems. The new system is expected to provide these capabilities:

- Develop program management plans to manage and allocate funds to projects for capital initiatives
- Manage and document scope for capital projects
- Prepare and track budget estimates
- Manage schedules by tracking and managing project activities
- Manage resources assigned to project activities across various phases of the project lifecycle
- Conduct quality management activities such as perform inspections, managing punch lists, completing project checklists, documenting safety reports
- Track project risks
- Manage vendor engagement
- Integrate data across the ERP software solutions for a consistent view of project details
- Track & report on actuals vs planned costs

Equity is incorporated throughout program development, including planning, procurement, training, implementation, and evaluation as it aligns with the needs of Facilities and its customers. For example, the new system procurement event included questions regarding the accessibility features of the user interface to provide accommodations to employees with disabilities.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Complete the evaluation and selection of the Facilities Capital Management System. | N/A | 100% | 100% | 100% |
| Outcome | Percentage of key milestones met based on approved project plan. | N/A | 90% | 55% | 100% |

Performance Measures Descriptions

Output: Complete the evaluation and selection of systems in the fiscal year.
Outcome: Successful completion of key milestones as defined in the project plan.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$908,588 | \$0 | \$744,887 |
| Total GF/non-GF | \$0 | \$908,588 | \$0 | \$744,887 |
| Program Total: | \$908,588 | | \$744,887 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|------------|------------------|------------|------------------|
| Beginning Working Capital | \$0 | \$908,588 | \$0 | \$744,887 |
| Total Revenue | \$0 | \$908,588 | \$0 | \$744,887 |

Explanation of Revenues

Carry over of One time only funding

Significant Program Changes

Last Year this program was: FY 2021: 78323 Capital Project Management Software

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office where possible. Operational changes include virtual meetings and check ins. Facilitation of project teams is primarily through Google meet, email and/or google chat.

Department: County Assets **Program Contact:** Dennis Tomlin

Program Offer Type: Internal Service **Program Offer Stage:** As Adopted

Related Programs:
Program Characteristics:
Executive Summary

The IT and Cybersecurity program is responsible for ensuring the security of data for more than 6,000 County and partner employees as well as for all of the residents that are served by Multnomah County. The program is also responsible to help all County departments with data compliance for data that are subject to the HIPAA Security Rule and the Oregon Consumer Information Protection Act (OCIPTA). The services provided by this program facilitate communication with external agencies, business partners, and employees.

Program Summary

The program provides a wide array of technical services and consulting services. IT Cybersecurity and Data Compliance Services supports the design of infrastructure components that allow people to connect to the services that they need. The program is also responsible to implement and manage the secure components of the data network infrastructure that connects County buildings and provides access to the Internet and County applications, connecting people to the services they need. The program will continue to provide, consult and enhance security services in support of ongoing Covid19 pandemic response needs which includes an increase in telework. The program offers more than 6000 employees and contractors Security Awareness Training that helps staff recognize malicious activity that poses a threat to the data that we are entrusted with.

IT Cybersecurity and Data Compliance works closely with departments to identify security and compliance issues and provides guidance on best practices to address them.

In 2022 we are hoping to explore a program to directly serve the residents of our community. The vision for this program would be to partner with other county divisions and civic organizations to offer "cyber health" to Multnomah County residents.

Many studies have been done and correlations have been made between public health and poverty reduction. It is in our (the County's) interest (and arguably our responsibility) to help ensure that our residents have access to services that contribute to their efforts to remain healthy. Our Public Health Systems address many issues that can affect the health and well-being of individuals, families, communities, and populations today as well as impact future generations.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Average time 4 hrs to respond to high priority incidents. | 0% | 0% | 80% | 80% |
| Outcome | High priority incidents resolved within 36 hours. | 0% | 0% | 80% | 80% |

Performance Measures Descriptions

PM #1 Output - High priority incidents are problems that jeopardize the confidentiality, availability and integrity of county systems or cause service disruptions. Ensures problems reported to the Help Desk are logged, assigned and dispatched to analysts as a priority.

PM #2 Outcome - Measures the amount of time required to resolve high priority incidents. This measure is designed to ensure support teams respond in a timely manner to high priority incidents.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$1,022,874 | \$0 | \$1,236,178 |
| Contractual Services | \$0 | \$157,000 | \$0 | \$110,000 |
| Materials & Supplies | \$0 | \$1,031,187 | \$0 | \$1,193,283 |
| Total GF/non-GF | \$0 | \$2,211,061 | \$0 | \$2,539,461 |
| Program Total: | \$2,211,061 | | \$2,539,461 | |
| Program FTE | 0.00 | 5.00 | 0.00 | 6.00 |

| Program Revenues | | | | |
|-----------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$2,218,822 | \$0 | \$2,539,461 |
| Total Revenue | \$0 | \$2,218,822 | \$0 | \$2,539,461 |

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 2021: 78306 IT Network Services

There are two significant program changes in FY 2022. IT Cybersecurity prior years was included in Offer 78306 (IT Network Services). The second significant change is the addition of a full-time permanent position added to the team to address increased workloads associated with keeping County systems safe and secure.

Because of the COVID-19 pandemic, IT Cybersecurity and Data Compliance Services has had to shift the focus of our program from a posture of "incident detection" to one of "incident prevention". No significant COVID-19 related cost increase to the program.

Due to the COVID-19 pandemic the staff in this program were transitioned to a 100% teleworking model instead of reporting to the office. Operational changes include daily virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually.

Department: County Assets

Program Contact: Garret Vanderzanden

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:
Executive Summary

This program is responsible for providing 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. Work prioritization is based on life, safety, and equity outcomes related to the work performed.

Program Summary

Fleet 's goal is to provide services to support more than 800 fleet assets that are essential for County agencies to meet critical delivery goals:

- 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.

This program's primary customers are other County agencies. Maintenance services are provided internally at the County's Yeon Shop facility as well as various City of PDX Fleet sites. County agencies interface with Fleet Services through in person interactions at our shop sites, electronically via email and by accessing our program information on the County intranet, and in periodic meetings between customers and Fleet Services leadership to review established metrics, provide updates, and identify opportunities for improvement. Fleet Services collaborates with County agencies on all aspects of our services. We work closely with customers when scheduling maintenance and repair work, when managing collision claims activities, and in other areas to ensure fleet assets are available for use to meet the needs of the vulnerable populations they are serving, and that expenses related to our services are managed diligently to ensure revenues can be directed toward the work done in support of those vulnerable populations.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Percent of billable hours | 69% | 70% | 65% | 70% |
| Outcome | Percent of vehicles out of service less than 48 hrs | 48% | 50% | 40% | 50% |
| Outcome | Percent of Fleet Business Strategy Initiatives Completed | N/A | 100% | 78% | 71% |

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: Outcome - A measure that tracks ability to meet initiative goals by FY as identified in Fleet Business Strategy.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$1,323,594 | \$0 | \$1,445,558 |
| Contractual Services | \$0 | \$25,000 | \$0 | \$28,157 |
| Materials & Supplies | \$0 | \$1,910,623 | \$0 | \$2,007,659 |
| Internal Services | \$0 | \$1,360,016 | \$0 | \$1,457,393 |
| Capital Outlay | \$0 | \$524,432 | \$0 | \$312,101 |
| Total GF/non-GF | \$0 | \$5,143,665 | \$0 | \$5,250,868 |
| Program Total: | \$5,143,665 | | \$5,250,868 | |
| Program FTE | 0.00 | 11.00 | 0.00 | 11.00 |

| Program Revenues | | | | |
|---------------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$4,920,236 | \$0 | \$5,230,179 |
| Beginning Working Capital | \$0 | \$176,011 | \$0 | \$2,101 |
| Service Charges | \$0 | \$61,070 | \$0 | \$18,588 |
| Total Revenue | \$0 | \$5,157,317 | \$0 | \$5,250,868 |

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 2020 charged rates.

Significant Program Changes

Last Year this program was: FY 2021: 78400 Fleet Services

COVID19 impacts have been realized in the following areas:

- Decrease in technician time to work on vehicles due to increased cleaning and sanitation protocols required for each unit worked on.
- Decrease in standard maintenance and repair available time due to personnel time loss related to COVID exposure protocols.
- Increase in supervisory time spent on task related activities for in person customer service needs due to teleworking.
- Minor supply chain impacts for parts purchasing causing periodic delay of repair needs.

These impacts have not prevented Fleet Services from providing the necessary support for County agencies to meet critical service delivery needs, but have caused increased time by Fleet Services in executing those support functions as described.

Department: County Assets

Program Contact: Garret Vanderzanden

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

This program is responsible for providing administration of life-cycle replacement schedules and collection of replacement funds on assigned vehicles and equipment. Supports County departments by supplying vehicle and equipment options which support their core operational missions, and executing vehicle purchases through collaboration with County departments. Work prioritization is based on life, safety, and equity outcomes related to the work performed.

Program Summary

Fleet's Vehicle Replacement program goal is to provide the following services to support fleet assets currently in service that are essential for County departments to meet their critical service delivery goals:

- Collects and manages the funding for future replacements;
- Specifies, bids, awards, receives, inspects, preps for service, and assigns replacement vehicles;
- Administers the vehicle resale program (surplus disposal), using revenue received to offset future vehicle purchases;
- Establishes and administers the life-cycle replacement schedule used to determine collection of replacement funds on vehicles. The collected funds are used to buy new vehicles after the predetermined years of life are met;
- Evaluate the following elements when considering a new or replacement vehicle: Utilization (miles driven/time of operation); department operational needs; current working condition of vehicle; vehicle downtime and predicted future repair costs; safety; sustainability;
- Opportunities for electric and hybrid vehicles when purchasing vehicles.

County programs interface with Fleet's Vehicle Replacement in periodic meetings with Fleet Services leadership to review current and upcoming purchasing needs, current and future options emerging for vehicle purchasing, and to discuss any supply chain or other scheduling impacts. Interactions are also conducted in person and electronically when updates are required for purchasing activities. The program works with County departments to conduct both funding and functional assessments. A recent example is the conversion of a mid-size sedan to a compact hatchback sedan to ensure ease of transport for both a program client demographic and their mobility equipment such as a wheelchair. This collaboration led to both a reduction in the purchase and ongoing maintenance cost of the vehicle, and a safer way to transport the mobility equipment. These types of outcomes ensure resources are directed toward department's critical service delivery needs.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Percent of vehicles and equipment on delayed replacement | 24% | 15% | 20% | 20% |
| Outcome | Percent of vehicles deployed with carbon emission reductions | N/A | N/A | 7% | 10% |

Performance Measures Descriptions

PM #1 Output - Based on the percentage of vehicles that have gone beyond the date established for purchasing a replacement. Delays have been experienced in this area due to COIVD-19 related impacts.

PM #2 Outcome - Percent of vehicles replaced that decreased carbon emissions through change in model, or change in fuel type from traditional (i.e. gas) to alternative (i.e. hybrid, EV); this is a new measure implemented for FY22

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Capital Outlay | \$0 | \$10,163,418 | \$0 | \$9,766,523 |
| Total GF/non-GF | \$0 | \$10,163,418 | \$0 | \$9,766,523 |
| Program Total: | \$10,163,418 | | \$9,766,523 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|------------|---------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$3,304,950 | \$0 | \$2,518,736 |
| Beginning Working Capital | \$0 | \$7,358,468 | \$0 | \$7,247,787 |
| Total Revenue | \$0 | \$10,663,418 | \$0 | \$9,766,523 |

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 2021: 78401 Fleet Vehicle Replacement

COVID19 impacts have been realized in the following areas:
 Significant supply chain disruptions have been experienced in vehicle purchasing activities. This has led to significant delays in expected deployment timelines. This has also led to limited instances of cost increases due to extraordinary sourcing activities, i.e. finding vehicles available elsewhere in the county and paying additional freight charges for vehicle delivery to Multnomah County.

These impacts have not prevented Fleet Services from providing the necessary support for County agencies to meet critical service delivery needs, but have caused increased time spent in executing purchasing actions.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$220,869 | \$0 | \$232,648 |
| Contractual Services | \$0 | \$891,246 | \$0 | \$660,923 |
| Materials & Supplies | \$0 | \$1,489 | \$0 | \$6,668 |
| Internal Services | \$0 | \$256,014 | \$0 | \$303,951 |
| Capital Outlay | \$0 | \$167,646 | \$0 | \$231,528 |
| Total GF/non-GF | \$0 | \$1,537,264 | \$0 | \$1,435,718 |
| Program Total: | \$1,537,264 | | \$1,435,718 | |
| Program FTE | 0.00 | 2.25 | 0.00 | 2.25 |

| Program Revenues | | | | |
|---------------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$1,374,375 | \$0 | \$1,227,333 |
| Beginning Working Capital | \$0 | \$102,891 | \$0 | \$207,528 |
| Service Charges | \$0 | \$61,070 | \$0 | \$857 |
| Total Revenue | \$0 | \$1,538,336 | \$0 | \$1,435,718 |

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 2021: 78402 Motor Pool

CarShare service were closed due to COVID and the County's telework mandate. Motor Pool leadership shifted County staff to use Motor Pool resource and Enterprise rental car services. These shifts in services during the pandemic provided support and essential transportation to County programs which added in the support to our community during this emergency.

Department: County Assets

Program Contact: Andrez Posada

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

This program serves the County by providing central coordination of a complex and multifaceted system of distribution logistics across more than 95 County locations. We support the Countywide equity initiative by managing the logistical needs of the County to provide departments, community members and vulnerable populations access to information and needed supplies.

Program Summary

This program's goal is to manage the logistical needs of the County to provide departments, community members and vulnerable populations access to information and needed supplies. Serving as the centralized outgoing mailing center for most of the County, 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. 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 United States Post Office. Lastly, partnering with the United States Postal Services to ensure accurate and up to date information on mailing standards in an increasingly complex and changing environment. These efforts support departments and community members by providing alternative ways to communicate and access to needed supplies.

Examples include our support of the Emergency Management and Joint Office of Homelessness to provide basic needs for vulnerable populations by leading a mass freight movement of water, sleeping bags, wool blankets and tents. Serving a vital role in emergency preparedness for Multnomah County as a component of the Receipt, Stage and Storage Center. In addition, we created a system to mail and track critical CARES act gift cards to community members. Our investment in logistical infrastructure ensured the program preparedness to transport COVID lab tests to support the County Health Department and help with the health of our community members and disparate populations.

In addition, this program 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.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Customers have access to information and needed supplies. | N/A | N/A | N/A | 99% |
| Outcome | Complaints against distribution drivers is five or fewer annually. | 0 | 5 | 2 | 5 |

Performance Measures Descriptions

P1: Customer access to information is measured by items lost during distribution.

P2: Customer satisfaction is measured by the number of resident complaints.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$645,841 | \$0 | \$657,386 |
| Contractual Services | \$0 | \$639,967 | \$0 | \$572,865 |
| Materials & Supplies | \$0 | \$40,686 | \$0 | \$5,140 |
| Internal Services | \$0 | \$451,074 | \$0 | \$428,662 |
| Capital Outlay | \$0 | \$338,336 | \$0 | \$58,005 |
| Total GF/non-GF | \$0 | \$2,115,904 | \$0 | \$1,722,058 |
| Program Total: | \$2,115,904 | | \$1,722,058 | |
| Program FTE | 0.00 | 6.50 | 0.00 | 6.50 |

| Program Revenues | | | | |
|---------------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$1,635,375 | \$0 | \$1,519,649 |
| Beginning Working Capital | \$0 | \$470,069 | \$0 | \$189,738 |
| Service Charges | \$0 | \$12,604 | \$0 | \$12,671 |
| Total Revenue | \$0 | \$2,118,048 | \$0 | \$1,722,058 |

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 2021: 78403 Distribution Services

Due to COVID, some of our work has shifted from supporting in-person missions like the school dental team moves and the school based health clinics to more freight movement of palletized supplies. Due to this shift in workload we are in the process of adding an Limited Duration Assignment Driver to the program to better support the County and communities changing needs.

Department: County Assets

Program Contact: Lisa Whedon

Program Offer Type: Internal Service

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

This program serves the public by providing 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 leads, supports, and promotes countywide strategic initiatives that use information in equitable decision-making, minimize risk, and protect rights. The program strives to remove barriers to access to 165 years of the County's legacy of decision-making and community impacts, and promotes the role of records in advancing equity.

Program Summary

The program's goal is to ensure that all members of the public are able to inspect county public records as mandated by Oregon Public Records Law, and that the departments creating, managing, protecting, and destroying public records do so in a manner that retains their authenticity, integrity, and reliability as documentation of our County's decision-making, policies, and community involvement.

Public records document the County's policies, decisions, functions, and efforts to fulfill its mission. This program preserves these records by providing specialized storage and handling for hard copy records in the Archives, and preserving electronic records in the County's Digital Archives, a dedicated long term digital preservation system.

The public has direct access to historic records through in-person research appointments, 24/7 online access to digital records, and phone and email referrals for non-county public records. This program makes efforts to remove barriers to access by: writing finding aids (tools for locating records) that employ inclusive language metadata schemas; reducing bias in collections management through a team approach to appraisal, and applying plain language and digital accessibility best practices to online portals.

Departments create and use records to provide critical services to the community. This program provides tools, training, and consultation to support departments in balancing service delivery needs with public records law compliance by: maintaining the County's retention schedules; providing Records Center storage and retrieval services (allowing programs to prioritize office space for serving clients); facilitating digitization projects to support continuity of service and employees' ability to go directly to clients in the field; managing and promoting use of the County's enterprise electronic document and records management system, and providing secure destruction of individuals' protected information at the end of its lifecycle.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of Records Retrievals and Interfiles (Record Actions) Performed on Behalf of Customers | 2872 | 4000 | 1680 | 2500 |
| Outcome | Percentage Increase of Reference Requests Compared to Previous Fiscal Year | -33% | 5% | -33% | 30% |
| Output | Number of New EDRMS Users Onboarded | N/A | N/A | N/A | 100 |
| Output | Number of Public Sessions Initiated in the Digital Archives | N/A | N/A | N/A | 750 |

Performance Measures Descriptions

PM #1: Record actions directly impacted by COVID-19 closures.

PM #2: Based on number of discrete requests. Directly impacted by COVID-19 closures.

PM #3: Electronic document & records management system (EDRMS) use reduces individuals' records compliance burden.

PM #4: FY22 will establish a baseline for measuring how the public interacts with the County's Digital Archives.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$737,577 | \$0 | \$784,964 |
| Contractual Services | \$0 | \$318,184 | \$0 | \$328,315 |
| Materials & Supplies | \$0 | \$196,809 | \$0 | \$134,984 |
| Internal Services | \$0 | \$769,036 | \$0 | \$826,109 |
| Capital Outlay | \$0 | \$242,357 | \$0 | \$229,424 |
| Total GF/non-GF | \$0 | \$2,263,963 | \$0 | \$2,303,796 |
| Program Total: | \$2,263,963 | | \$2,303,796 | |
| Program FTE | 0.00 | 5.00 | 0.00 | 6.00 |

| Program Revenues | | | | |
|---------------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$2,067,764 | \$0 | \$2,060,117 |
| Beginning Working Capital | \$0 | \$199,780 | \$0 | \$243,588 |
| Service Charges | \$0 | \$18 | \$0 | \$91 |
| Total Revenue | \$0 | \$2,267,562 | \$0 | \$2,303,796 |

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 over a three year average.

Significant Program Changes

Last Year this program was: FY 2021: 78404 Records Management

The program's research facility is closed to the public due to COVID-19. This significantly limits the ability to provide access to historic public records. Due to COVID-19, workforce members that would typically use Records Center storage and retrieval services are teleworking and no longer able to use these services on a regular basis. In addition, FTE increased by one due the conversion of the team's limited duration appointment to permanent, as the work this position is doing is specialized and required for digital archiving.

Department: County Assets **Program Contact:** Dan Zalkow

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

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

This program is funded using American Rescue Plan (ARP) dollars and will be used to assess and modernize the Heating, Ventilation and Air Conditioning (HVAC) systems in prioritized County-owned buildings. Air quality improvements in facilities through assessment, upgrades and replacements of HVAC systems.

Program Summary

This program offer will use \$1.0 million in ARP dollars to evaluate, modernize and/or upgrade HVAC systems in County-owned buildings. General scope, benefits and cost information will be generated for each building. Environmental Health and Sustainability will be consulted during the assessment process to assist Facilities and Property Management in the prioritization of work. Modernization of systems in various buildings may include full system replacement or upgrades to specific equipment and components. The goal is to improve indoor air quality to current Oregon Occupational Safety and Health Administration COVID rulings and American Society of Heating, Refrigerating and Air-Conditioning Engineers 62 standards.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | The number of HVAC systems modernized to current OSHA COVID rulings and ASHRAE 62 standards. | N/A | N/A | N/A | 2 |
| Outcome | Reduction in calls for service of HVAC systems where renovations have occurred. | N/A | N/A | N/A | 25% |

Performance Measures Descriptions

Indoor air quality improved to current OSHA COVID rulings and ASHRAE 62 standards after assessment is completed to determine methods, costs and options for improvement in various County-owned buildings.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$0 | \$0 | \$1,000,000 |
| Total GF/non-GF | \$0 | \$0 | \$0 | \$1,000,000 |
| Program Total: | \$0 | | \$1,000,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|--------------------|
| Intergovernmental | \$0 | \$0 | \$0 | \$1,000,000 |
| Total Revenue | \$0 | \$0 | \$0 | \$1,000,000 |

Explanation of Revenues

This program is funded with \$1.0 million in American Rescue Plan funds

Significant Program Changes

Last Year this program was:

This program supports the Critical County Infrastructure priority area.

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

Executive Summary

This program is funded using American Rescue Plan (ARP) dollars and will be used to identify, acquire, and implement new technology to support employees in a hybrid work environment. We expect the County to continue to support employees working remotely and working in the office as we transition out of the COVID-19 environment. The program offer includes hiring a staff person to lead the efforts to identify priority software and technology.

Program Summary

The pandemic forced employees across the County to work remotely. As the County transitions out of the pandemic, some staff will return to the office, some will work remotely and at the office, and others will work full time outside of a County building. To facilitate collaboration, equity and efficiency, new technology will be necessary in order for the new work environment to be successful. This ARP funded program offer includes the hiring of a position dedicated to identifying, acquiring, and implementing new technology for the work environment. We will seek input from departments to identify needs and prioritize the technology.

Initially, possible technology options may include:

- Remote laptop/technology support - ideally minimizing the need to come to the building for most repairs and/or updates
- Software/hardware to support improved video conferencing with remote and in-person participants
- Cubicle/space reservation system
- Mobile printing
- Enhanced collaboration tools

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | New staff position hired. | N/A | N/A | N/A | 1.00 |
| Outcome | Employees express satisfaction with their ability to work remotely based on a satisfaction survey. | N/A | N/A | N/A | 95% |
| Input | New software/technology implemented by December 2022. | 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 | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$0 | \$0 | \$2,073,000 |
| Total GF/non-GF | \$0 | \$0 | \$0 | \$2,073,000 |
| Program Total: | \$0 | | \$2,073,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|--------------------|
| Intergovernmental | \$0 | \$0 | \$0 | \$2,073,000 |
| Total Revenue | \$0 | \$0 | \$0 | \$2,073,000 |

Explanation of Revenues

This program will be funded using \$2.073 million in ARP funding.

Significant Program Changes

Last Year this program was:

This program supports the Critical County Infrastructure priority area.

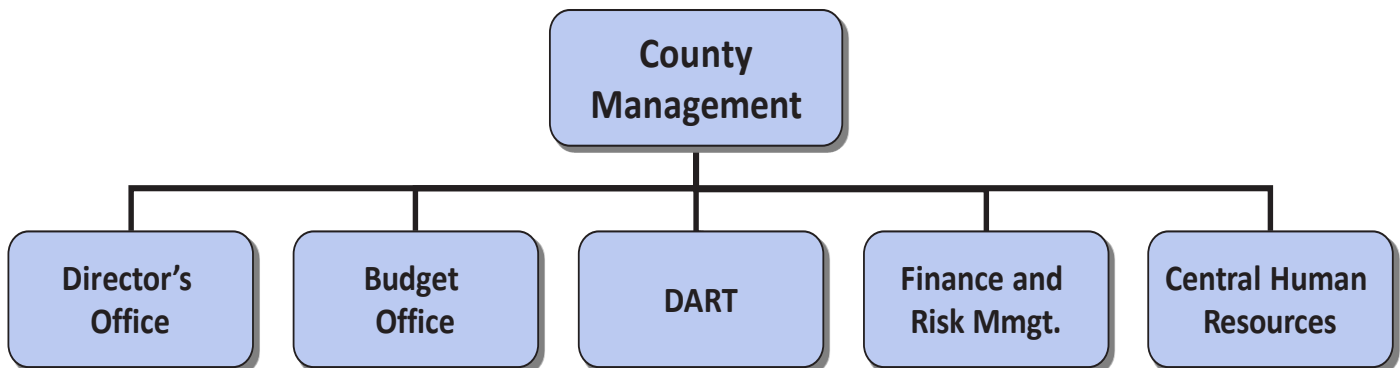
Department Overview

The Department of County Management (DCM) is responsible for collecting, protecting, and investing in Multnomah County’s human and financial capital. DCM manages 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. In addition, with the assistance of the Deputy COO, the COO 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.

Almost one year after the onset of the COVID-19 pandemic, DCM teams continue to refine and sustain the “new normal.” This new normal has challenged us to maintain productivity while almost exclusively working remotely and supporting the County’s response to the pandemic all the while maintaining our commitment to workforce equity and serving our internal and external customers with excellence.

Creating a workplace that provides a sense of safety, trust and belonging for every employee takes both structural and cultural change. In FY 2022, DCM created a new DCM / Non-D HR Unit to better align strategic human resources services across the department and the non-departmental units. In FY 2022, DCM will continue to focus on sustaining and supporting DCM and countywide Workforce Equity Strategic Plan (WESP) work and supporting the County’s pandemic response. In addition the department will focus on supporting the new Preschool for All tax, the expansion of the Joint Office of Homeless Services (JOHS) related to the Metro Supportive Housing Services Measure, and the Library Capital Bond.



Budget Overview

The Department of County Management’s (DCM) budget is \$208.8 million and has 287.00 FTE in all funds. This is an increase of \$35.2 million or 20.2% over the FY 2021 Adopted Budget. Budgeted positions have increased by 15.25 FTE. The FY 2022 budget is comprised of 24.2% General Fund and 75.8% other funds.

The General Fund budget has increased by \$5.4 million (12.1%) to \$50.4 million. Other Funds have increased by \$29.7 million. The Preschool for All Program Fund is a new fund budgeted at \$13.2 million. In addition, the Risk Fund has increased by \$14.7 million (11.4%) to \$143.3 million due to the addition of 117.56 FTE countywide and insurance related rate changes.

Personnel Services have increased by \$6.0 million (15.2%) due to the addition of 15.25 FTE, COLA and step adjustments. The additional positions are 11.00 FTE in the General Fund mostly in Human Resources, 2.00 FTE in the Preschool for All Program Fund, and 2.25 FTE in the Risk Management Fund. The largest category of expenditures in all funds is in materials and supplies at \$135.8 million. This is mostly budgeted in the Risk Fund for medical and dental insurance costs. Risk Fund expenditures in this category have increased by \$13.2 million. Debt Service is budgeted at \$1.0 million for a loan from the Risk Fund to the Joint Office of Homeless Services.

The following programs are new:

- FRM Preschool for All Tax Administration (72008B) \$13,179,841 to manage all tax administrative activities for the new Preschool For All Program tax.
- FRM Worker’s Compensation/Safety & Health (72009B) \$296,732 to provide consultation, policy development and administration to support existing and new efforts due to COVID-19 and new or evolving county-wide programs.
- College to County Internship Expansion (72017B) \$261,661 for 25 internship positions for the Workforce Equity Strategic Plan (WESP).

| Budget Trends | FY 2020 | FY 2021 | FY 2021 | FY 2022 | Difference |
|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|
| | Actual | Current Estimate | Adopted Budget | Adopted Budget | |
| Staffing FTE | 267.55 | 275.25 | 271.75 | 287.00 | 15.25 |
| Personnel Services | \$36,374,312 | \$39,186,395 | \$39,760,114 | \$45,792,842 | \$6,032,728 |
| Contractual Services | 5,116,621 | 5,295,120 | 5,289,019 | 20,029,880 | 14,740,861 |
| Materials & Supplies | 104,681,144 | 113,090,278 | 122,655,136 | 135,794,184 | 13,139,048 |
| Internal Services | 6,737,126 | 6,100,275 | 5,901,498 | 6,139,839 | 238,341 |
| Debt Service | 0 | 0 | 0 | 1,000,000 | 1,000,000 |
| Capital Outlay | 0 | 40,749 | 0 | 0 | 0 |
| Total Costs | \$152,909,203 | \$163,712,817 | \$173,605,767 | \$208,756,745 | \$35,150,978 |

Includes \$1,000,000 Debt Service budgeted in a Countywide Program.

Successes and Challenges

Director's Office

- Formed new DCM / Non-D Human Resources Unit to better support the department and non-departmental units with a particular focus on providing additional HR capacity for the JOHS as they opened and staffed additional shelters.
- Maintained the department's equity focus while the DCM Equity Manager stepped into a role in the Emergency Operations Center supporting the County's pandemic response.
- Maintained department and countywide services with a number of interim leadership appointments.

Budget Office

- Successfully created COVID-19 response budget featuring over \$100 million in new programming.
- Received the GFOA's Distinguished Budget Presentation Award for the FY 2021 budget.
- The Evaluation and Research Unit (ERU) presented the FY 2020 Employee Survey results in partnership with county employees.
- Challenges include increasing demands for analysis and support for new laws (e.g. CARES) and initiatives.

Central Human Resources

- Supporting countywide move to universal telework, updating rules and programs to respond to COVID-19, and managing countywide communications.
- Coordinated employee / stakeholder vaccine clinics and new testing program.
- Maintained focus on central WESP commitments.
- Achieved Workday system stability.
- Quickly transitioned learning to a new virtual environment.

Division of Assessment, Recording and Taxation

- Temporarily opened customer service during tax season in order to provide in-person service.
- Implemented online payment system (Point & Pay) and mail in marriage license process.
- Redesigned appraisal efforts with modified inspections.
- Challenges include assessment of E-file implementation and staffing shortages.

Successes and Challenges (continued)

Finance and Risk Management

- Received GFOA Award for Distinguished Financial Reporting for the Comprehensive Annual Financial Report.
- Central purchasing successfully managed 124 emergency COVID-19 related contracts.
- Maintained OR-OSHA compliance for essential County employees.
- Launched enterprise resource planning Finance Governance group to foster transparency and collaborative decision making around system projects.
- Challenges include rolling out broad microaggressions learning plan across the division during the pandemic, tracking COVID-19 revenues and expenditures, and implementing a new tax program for Preschool for All.

COVID-19 Impacts

The Department of County Management adapted quickly to almost universal remote work at the beginning of the COVID-19 pandemic. Some employees are still required to come into the office to process payments, receive the mail, and do other in-person only services but this is minimized as much as possible. In addition, Central Human Resources worked diligently to provide information, resources and updates to programs / policies to support county employees. This includes regular countywide communication, managing testing and vaccine programs, and implementing new federal laws.

The Finance and Risk Management Division continues to manage COVID-19 related revenues and expenditures and maintains compliance with new OR-OSHA regulations. The Budget Office quickly pivoted to include \$100 million in additional services to accommodate the County's response to COVID-19 during FY 2021. The staff in DART temporarily opened customer service during tax season in order to provide in-person service and implemented an online payment system (Point & Pay) and a mail in marriage license process in order to keep serving the community virtually. In addition, a number of DCM employees support the County's emergency response through logistics support, roles in the emergency operations center leadership, shelter staffing among others.

American Rescue Plan (ARP) grant funds support new FY 2022 DCM programs for ARP Federal Grant Compliance and Monitoring, a Future of Work Coordinator for countywide planning, Labor Relations expanded support and a Countywide Federal Leave program to voluntarily extend the Families First Coronavirus Response Act (FFCRA) providing Emergency Paid Sick Leave and Emergency Family Medical Leave.

Diversity, Equity, and Inclusion

The equity and inclusion work we are called to do as public servants is highly valued in the Department of County Management (DCM). This work empowers, transforms and inspires our policies, programs, practices and people. We are committed to continuing the examination of our culture, to take action and defend the integrity of our finances and people systems. DCM works diligently to create and maintain a standard of excellence due to our centralized responsibilities within the County organizational structure. Some highlights of DCM's equity related work include (but are not limited to):

- In our Director's office, our Central HR team and Equity team worked together to center safety, trust and belonging in how we do our work and relate to employees -- from the recruitment process that created new interview questions, to ensuring all interview panelists review the countywide interview preparedness resources.
- Partnering with our managers and staff, the Equity Team ensured we met all WESP milestones including instituting a department new employee orientation, integrated culturally responsive activities and promoted participation in Employee Resource Groups, launched a new employee mentorship program, and supported a manager feedback process with the Leadership Practices 360 review.
- We instituted a virtual department wide conversation event, Real Talk, where we discussed relevant and timely topics related to department and County initiatives.
- The department supported the countywide email informational newsletters, Multco Matters and the Manager Monthly, ensuring staff can transparently access vital information about employee benefits, organizational policy updates and current events that impact our work (often related to COVID-19).
- The Budget Office with the Chair's Office and the Office of Diversity and Equity worked to expand an equity focus in the budget process, including providing targeted questions and additional departmental reporting mechanisms to center equity.
- The Evaluation and Research Unit modeled an inclusive, employee-centered and equity-focused process to perform research and evaluation with the Countywide Employee Survey project.
- The Division of Assessment, Recording and Taxation (DART) opened the customer service office temporarily for the tax season to accommodate unbanked and underbanked cash paying customers, those with a language barrier, and those with technological disadvantages.
- Our Finance and Risk Management Department (FRM) played a critical role in fostering our culture of safety, trust and belonging by partnering with the Department of County Human Services and the Health Department to distribute over 11,000 gift cards in varying denominations to community members who had the most need due to the pandemic.
- The Central Human Resources Division dedicated a significant amount of effort into planning and managing COVID-19 vaccine clinics for employees and County stakeholders.

Budget by Division

| Division Name | FY 2022 General Fund | Other Funds | Total Division Cost | Total FTE |
|---|----------------------|----------------------|----------------------|---------------|
| DCM Director's Office | \$3,780,477 | \$0 | \$3,780,477 | 19.50 |
| Budget Office | 2,862,079 | 0 | 2,862,079 | 14.00 |
| Finance and Risk Management | 13,247,614 | 23,442,151 | 36,689,765 | 69.00 |
| Central Human Resources | 7,666,375 | 132,045,353 | 139,711,728 | 47.00 |
| Division of Assessment, Recording & Taxation (DART) | 22,876,096 | 0 | 22,876,096 | 137.50 |
| COVID-19 & American Rescue Plan | <u>0</u> | <u>1,836,600</u> | <u>1,836,600</u> | <u>0.00</u> |
| Total County Management | \$50,432,641 | \$157,324,104 | \$207,756,745 | 287.00 |

Does not include \$1,000,000 Debt Service budgeted in a Countywide Program.

DCM Director's Office

The Division is home to the County's Chief Operating Officer (COO) who also serves as the DCM Director, the Deputy COO, the Business Services program and the newly formed DCM / Non-D Human Resources Unit.

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. In addition, the COO and Deputy COO works 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, the Complaints Investigation Unit and Emergency Management 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. The DCM / Non-D Human Resources Unit provides strategic HR services for the department and non-departmental work units.

Significant Changes

The DCM Director's Office changed this fiscal year with the addition of the DCM / Non-D HR Unit. Historically these services were covered within the Department of County Assets. In addition, for FY 2022 the COO will once again serve as the DCM Department Director and will hire a Deputy COO to assist with both department and countywide responsibilities.

A Management Analyst was transferred from the Complaints Investigation Unit (CIU) to better align the budget and how the position has historically been managed and utilized. This transfer only represents an administrative change in the budget.

Budget Office

The Budget Office guides the development of the budget process and develops the County's largest policy document. Through the budget process, the County aligns its funding with its priorities making it an essential part of the process that the County's values are incorporated. The Budget Office has updated the budget process and documents to reflect that budgetary decisions should be centered on equity.

The Budget Office also provides a variety of resources and analyses to help inform decision makers and to guide departments through the budget process. For example, the Budget Office does the following:

- Creates General Fund forecasts to inform the Board how much funding is available for the budget.
- Ensures that the County follows Oregon budget law.
- Communicates policy direction and program priorities to departments.
- Provides budgetary information to departments.
- Trains department employees on budget software and the budget process.
- Performs analyses to determine the estimated cost impact of policy proposals.
- Supports County Labor Relations during collective bargaining by providing cost estimates.

Significant Changes

The Budget Office FTE increased by 1.00. New voter-approved programs have increased the need for analytic work provided by the Budget Office. The Budget Office continues to adapt to remote work due to the pandemic, and has successfully transitioned much of the budget process to virtual methods, including offering opportunities for public input on budgetary decisions through a variety of socially-distanced means.

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 \$647 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 Jaggaer enterprise system functionality.

Finance and Risk Management Division is responsible for preparing the county's Comprehensive Annual Financial Report, which 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 72005 Purchasing - 2.00 FTE was added to enhance procurement and contract services around new program initiatives (Preschool for All, Supportive Housing, and Library Capital Construction). The level of sourcing events have increased and will continue to grow.
- Program Offer 72007 Payroll / Retirement Services - 1.00 FTE moved from Payroll (72007) to Workday Support Central HR (72022) to align the budget with how the support work is managed.
- Program Offer 72008B Preschool For All Tax Administration - 2.00 FTE and professional services added for the administration of the new personal income tax effective January 2021, funded by Preschool for All Program Fund.
- Program Offer 72009B Workers Compensation/Safety & Health - OSHA and Enhanced Initiatives - 2.00 FTE was added to support on-going County efforts to meet COVID-19 Oregon OSHA policy and procedural requirements. In addition, positions will enhance support around loss prevention and insurance for new program initiatives.
- Program 72900 - ARP Federal Grant Compliance and Monitoring, added a limited duration Finance Specialist Sr. to track County ARP relief funding, maintain oversight, complete federal reporting, provide guidance and education, enhance Single Audit process and support County compliance efforts.

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

A position moved from Payroll (Program Offer 72007) to Workday Support Central HR (Program Offer 72022) to align the budget with how the work is managed.

Class Comp and Organizational Learning were previously combined in one program offer (72017 Central HR Services), despite being two unique and distinct work units in Central HR. In order to better describe the differences in the work, Classification & Compensation is now program 72050. No budgetary changes were made.

A Human Resources Technician position in Central HR Employee Benefits and Wellness was changed from 0.75 FTE to 1.00 FTE to adequately staff ongoing programmatic needs and a high volume of lengthy interactions with employees.

Program Offer 72901 ARP Future of Work Coordinator, adds a limited duration HR Manager 1 for countywide planning for return to onsite work transition; Program Offer 72902 ARP Labor Relations Expanded Support, adds a limited duration HR Manager 2 to expand and add capacity; and Program Offer 72903 ARP Countywide Federal Leave, for the Families First Coronavirus Response Act (FFCRA), provide Emergency Paid Sick Leave (EPSL) and Emergency Family Medical Leave (E-FMLA). American Rescue Plan grant funds support these programs.

Division of Assessment, Recording and Taxation (DART)

The Division of Assessment, Recording and Taxation (DART) is responsible for funding the local community through property tax administration and maintaining vital and essential records for the county. On behalf of 65 taxing districts, DART maintains an accurate inventory and statutory value of approximately 310,000 property tax accounts for the purpose of generating correct property tax bills that fund these districts including critical services and programs. Issuing marriage licenses and recording and indexing documents make up both vital and essential records under Oregon law. These are maintained for statutory purposes that follow rigorous guidelines to maintain an orderly identification of ownership of property and record of marriages. Both are required by state law to be preserved and archived indefinitely.

Significant Changes

There are no significant changes occurring within DART that affects budget. Normal adjustments to DART's budget are anticipated reflecting ongoing process improvement reviews. For the foreseeable future, DART will engage in an effort to review program administration in light of the new environment fostered by the pandemic. Any decision to alter the workforce, the office environment and staffing levels will be viewed in light of county policies.

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 2022 General Fund | Other Funds | Total Cost | FTE |
|------------------------------------|---|----------------------|-------------|-------------|-------|
| DCM Director's Office | | | | | |
| 72000A | DCM Director's Office | \$1,181,841 | \$0 | \$1,181,841 | 4.00 |
| 72000B | DCM Director's Office - restorations | 198,416 | 0 | 198,416 | 1.00 |
| 72015 | DCM Business Services | 1,355,677 | 0 | 1,355,677 | 8.50 |
| 72049A | DCM/NonD Human Resources Team | 1,044,543 | 0 | 1,044,543 | 6.00 |
| Budget Office | | | | | |
| 72001 | Budget Office | 2,321,884 | 0 | 2,321,884 | 11.00 |
| 72014 | Evaluation and Research Unit | 540,195 | 0 | 540,195 | 3.00 |
| Finance and Risk Management | | | | | |
| 72002 | FRM Accounts Payable | 1,077,441 | 0 | 1,077,441 | 7.60 |
| 72003 | FRM Chief Financial Officer | 1,308,577 | 270,343 | 1,578,920 | 2.00 |
| 72004 | FRM General Ledger | 1,103,481 | 0 | 1,103,481 | 7.00 |
| 72005 | FRM Purchasing | 3,214,703 | 0 | 3,214,703 | 20.50 |
| 72006 | FRM Property & Liability Risk Management | 0 | 5,761,783 | 5,761,783 | 2.50 |
| 72007 | FRM Payroll/Retirement Services | 1,172,233 | 0 | 1,172,233 | 7.40 |
| 72008A | FRM Treasury and Tax Administration | 3,607,713 | 0 | 3,607,713 | 4.00 |
| 72008B | FRM Preschool for All Tax Administration | 0 | 13,179,841 | 13,179,841 | 2.00 |
| 72009A | FRM Worker's Compensation/Safety & Health | 0 | 3,883,452 | 3,883,452 | 6.00 |
| 72009B | FRM Worker's Compensation / Safety & Health - OSHA and Enhanced Initiatives | 0 | 296,732 | 296,732 | 2.00 |
| 72010 | FRM Recreation Fund Payment to Metro | 0 | 50,000 | 50,000 | 0.00 |
| 72012 | FRM Fiscal Compliance | 438,046 | 0 | 438,046 | 3.00 |
| 72044 | FRM Construction Diversity and Equity | 137,450 | 0 | 137,450 | 0.00 |
| 72046 | FRM Workday Support - Finance | 965,521 | 0 | 965,521 | 4.00 |
| 72047 | FRM Labor Compliance | 170,449 | 0 | 170,449 | 1.00 |
| 72048 | FRM Clean Air Construction Standards | 52,000 | 0 | 52,000 | 0.00 |

County Management

fy2022 adopted budget

| Prog. # | Program Name | FY 2022 General Fund | Other Funds | Total Cost | FTE |
|--|--|----------------------|----------------------|----------------------|---------------|
| Central Human Resources | | | | | |
| 72016 | Central HR Administration | 1,114,032 | 0 | 1,114,032 | 2.63 |
| 72017A | Central HR Services | 2,723,441 | 0 | 2,723,441 | 13.00 |
| 72017B | College to County Internship Expansion | 261,661 | 0 | 261,661 | 0.00 |
| 72017C | Central HR - Communications Specialist | 179,701 | 0 | 179,701 | 1.00 |
| 72018 | Central HR Labor Relations | 988,868 | 57,333 | 1,046,201 | 4.85 |
| 72019 | Central HR Unemployment | 0 | 1,010,486 | 1,010,486 | 0.15 |
| 72020 | Central HR Employee Benefits & Wellness | 0 | 130,977,534 | 130,977,534 | 13.37 |
| 72022 | Workday Support - Central Human Resources | 1,845,514 | 0 | 1,845,514 | 9.00 |
| 72050 | Central HR Classification & Compensation | 553,158 | 0 | 553,158 | 3.00 |
| Division of Assessment, Recording and Taxation (DART) | | | | | |
| 72023 | Div of Assessment, Recording & Taxation Administration | 866,210 | 0 | 866,210 | 3.40 |
| 72024 | DART Customer Service | 1,596,486 | 0 | 1,596,486 | 11.45 |
| 72025A | DART County Clerk Functions | 1,599,476 | 0 | 1,599,476 | 10.65 |
| 72025B | DART County Clerk Carryover | 141,100 | 0 | 141,100 | 0.00 |
| 72026 | DART Ownership & Parcel Management | 1,017,564 | 0 | 1,017,564 | 8.00 |
| 72027 | DART Tax Revenue Management | 2,290,910 | 0 | 2,290,910 | 13.40 |
| 72028 | DART GIS/Cartography | 821,503 | 0 | 821,503 | 5.25 |
| 72029 | DART Assessment Performance Analysis | 580,714 | 0 | 580,714 | 3.25 |
| 72030 | DART Property Assessment Special Programs | 1,051,410 | 0 | 1,051,410 | 7.25 |
| 72031 | DART Personal Property Assessment | 1,165,902 | 0 | 1,165,902 | 7.00 |
| 72033 | DART Commercial & Industrial Property Appraisal | 3,639,899 | 0 | 3,639,899 | 22.50 |
| 72034 | DART Residential Property Appraisal | 5,630,286 | 0 | 5,630,286 | 37.50 |
| 72037 | DART Applications Support | 1,724,636 | 0 | 1,724,636 | 6.25 |
| 72038 | DART Tax Title | 750,000 | 0 | 750,000 | 1.60 |
| COVID-19 & American Rescue Plan | | | | | |
| 72900 | ARP - Federal Grant Compliance and Monitoring | 0 | 160,000 | 160,000 | 0.00 |
| 72901 | ARP - Future of Work Coordinator | 0 | 200,000 | 200,000 | 0.00 |
| 72902 | ARP - Labor Relations Expanded Support | 0 | 226,600 | 226,600 | 0.00 |
| 72903 | ARP - Countywide Federal Leave | 0 | 1,250,000 | 1,250,000 | 0.00 |
| Total County Management | | \$50,432,641 | \$157,324,104 | \$207,756,745 | 287.00 |

Does not include \$1,000,000 Debt Service budgeted in a Countywide program.

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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 / Chief Operating Officer combined positions. The Director's Office role manages the organizational health of Multnomah County and sets administrative policy. Areas of countywide responsibility include Budget, Finance, Central Human Resources, Property Assessments & Recording, Tax Collections, emergency management and protected class complaints. The County's Chief Operating Officer role provides corporate oversight through the supervision of the appointed department directors. In FY22 it is expected that in addition to the COO/Dept. Director role, the new COO will hire a Deputy COO to support both DCM and countywide work.

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 22, the Director's Office will continue to focus on sustaining and continuing to implement the countywide and department's Workforce Equity Strategic Plan (WESP), leadership development for DCM managers and supervisors, and internal communication.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | DCM all manager and supervisor professional development events held. | 2 | 4 | 2 | 2 |
| Outcome | Percent of DCM WESP initiatives implemented and sustained. | 100% | 90% | 100% | 90% |
| Output | Number of DCM specific new employee orientation events held. | 4 | 4 | 4 | 4 |
| Output | Number of countywide monthly newsletters published for managers and supervisors. | 12 | 12 | 12 | 12 |

Performance Measures Descriptions

Output: COVID-19 impacted manager and supervisor professional development events as we allocated the time and resources for all-staff meetings and communications to keep staff informed of our ever-changing environment. The performance measures all lead towards the department's desire to create a culture of Safety, Trust and Belonging for its workforce.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,053,552 | \$0 | \$1,030,643 | \$0 |
| Contractual Services | \$108,633 | \$0 | \$100,000 | \$0 |
| Materials & Supplies | \$18,810 | \$0 | \$18,810 | \$0 |
| Internal Services | \$42,373 | \$0 | \$32,388 | \$0 |
| Total GF/non-GF | \$1,223,368 | \$0 | \$1,181,841 | \$0 |
| Program Total: | \$1,223,368 | | \$1,181,841 | |
| Program FTE | 4.00 | 0.00 | 4.00 | 0.00 |

| Program Revenues | | | | |
|-------------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

This program is supported by General Fund Revenues

Significant Program Changes

Last Year this program was: FY 2021: 72000 DCM Director's Office

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 included two distinct positions: the DCM Director and Chief Operating Officer. For FY22, DCM reduced Professional Services and cut a vacant Management Analyst position to meet constraint. A Management Analyst was transferred from the Complaints Investigation Unit (CIU) (10040) to the DCM Director's Office (72000). While the position was budgeted within CIU it historically supported the work of the COO including support to manage the CIU. This transfer better aligns the budget and the work going forward.

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 / Chief Operating Officer combined positions. The Director's Office role manages the organizational health of Multnomah County and sets administrative policy. Areas of countywide responsibility include Budget, Finance, Central Human Resources, Property Assessments & Recording, Tax Collections and protected class complaints. The County's Chief Operating Officer role provides corporate oversight through the supervision of the appointed department directors.

This scaled program offer restores funding for a Management Analyst position and the Executive Learning Series.

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 2022, the Director's Office will continue to focus on sustaining and continuing to implement the countywide and department's Workforce Equity Strategic Plan (WESP), leadership development for DCM managers and supervisors, and internal communication.

This scaled program offer restores funding for a Management Analyst. This key position supports the COO for both DCM and countywide activities. The position performs functions to support strategic alignment that impacts department and countywide programs due to DCM's corporate and executive functions. The position provides capacity for innovation, project and change management, equity and culture change. In addition it supports strategic consistency to ensure department actions support our values across work tasks and work culture.

The program offer also restores funding for the Executive Learning Series for county managers, and capacity to provide executive level workshops and training which most often have an equity focus.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | DCM all manager and supervisor professional development events held. | 2 | 4 | 2 | 2 |
| Outcome | Percent of DCM WESP initiatives implemented and sustained. | 100% | 90% | 100% | 90% |
| Output | Number of countywide monthly newsletters published for managers and supervisors. | 12 | 12 | 12 | 12 |

Performance Measures Descriptions

Output: COVID-19 impacted manager and supervisor professional development events as we allocated the time and resources for all-staff meetings and communications to keep staff informed of our ever-changing environment.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$168,416 | \$0 |
| Contractual Services | \$0 | \$0 | \$30,000 | \$0 |
| Total GF/non-GF | \$0 | \$0 | \$198,416 | \$0 |
| Program Total: | \$0 | | \$198,416 | |
| Program FTE | 0.00 | 0.00 | 1.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was:

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, under the guidance of the Chair and Board of County Commissioners, manages the County's budget process and prepares the annual budget. The office serves as a resource to the Chair's Office, the Board of County Commissioners, County departments, and the public. It also helps decision makers and departments by communicating policy direction and program priorities; coordinating strategic planning; and providing technical expertise, training, and various analyses

Program Summary

The budget is more than just a list of the estimated revenues and expenses for the fiscal year. The budget is the County's largest policy document, and it is through the budget process that the County aligns its funding with its priorities. This is why it's essential that the County's values are incorporated into the budget process. The Budget Office furthers this work by facilitating the countywide budget process. For example, one of the main priorities of the Chair, Board, and County is to focus on equity. The Budget Office has updated the budget process and documents to reflect that budgetary decisions should be centered on equity and has helped communicate this priority to the departments.

The Budget Office also provides a variety of resources and analyses to help inform decision makers and to guide departments through the budget process. For example, the Budget Office does the following:

- Creates General Fund forecasts to inform the Board how much funding is available for the budget
- Performs various ad hoc analyses to determine the estimated cost impacts of policy proposals
- Supports County Labor Relations during collective bargaining by providing cost estimates
- Provides budgetary information to departments
- Trains department employees on budget software and the budget process
- Communicates policy direction and program priorities to departments

The Budget Office also helps to ensure that the County follows Oregon budget law. Multnomah County is committed to meeting the highest principles of governmental budgeting. This is reflected in the fact that the County has received the Government Finance Officers Association's (GFOA) Distinguished Budget Annual Award for almost two decades.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of budget modifications processed (includes internal) | 160 | 200 | 200 | 200 |
| Outcome | % of budget modifications entered into Workday within 4 weeks of Board approval | 85% | 98% | 98% | 98% |
| Quality | Percent error in General Fund Revenue Forecast | 0.3% | 2.0% | 1.4% | 2.0% |
| Quality | % of customers rating Budget Office efforts as either "good" or "excellent" * | 88% | 90% | 84% | 90% |

Performance Measures Descriptions

*Because the budget process ends prior to the beginning of the fiscal year, the FY 2021 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,722,568 | \$0 | \$1,963,207 | \$0 |
| Contractual Services | \$55,159 | \$0 | \$30,159 | \$0 |
| Materials & Supplies | \$99,251 | \$0 | \$96,784 | \$0 |
| Internal Services | \$253,892 | \$0 | \$231,734 | \$0 |
| Total GF/non-GF | \$2,130,870 | \$0 | \$2,321,884 | \$0 |
| Program Total: | \$2,130,870 | | \$2,321,884 | |
| Program FTE | 10.00 | 0.00 | 11.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 72001 Budget Office

The Budget Office FTE increased by 1.00. New voter-approved programs have increased the need for analytic work provided by the 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 provides customer service to departments and expert support in payment processing, travel and training, procurement card administration, auditing and data integrity, and supplier master file management. Additionally, Central Accounts Payable provides leadership and support to the creation, revision, and application of County Administrative and Financial Procedures.

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 plays a critical role in the County's support to the community by ensuring that payments to suppliers are completed timely and accurately. Many of these payments are going to local organizations that are providing services to our most vulnerable residents. Central AP strives to provide support to all our suppliers in a respectful, caring, and equitable manner. And to help promote the success of County operations through continuous process improvement leveraging technology to evolve the AP function from a paper intensive payment process to a more sustainable, electronic payment system.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Payments Processed | 123,575 | 125,000 | 124,244 | 125,000 |
| Outcome | Percent of Invoices Paid On Time within std NET 30 | 92% | 92% | 95% | 93% |
| Outcome | Percent of Total Payments that are Electronic | 75% | 75% | 63% | 70% |

Performance Measures Descriptions

Payments processed is the total of all invoices paid regardless of type, check, electronic, procurement card, Multco Marketplace. Net payment is due 30 days after receipt of original invoice. Payments that are electronic are non-check methods such as ACH, ePayables, Pcards, and MMPcards. COVID relief related invoices such as rent assistance and restaurant relief have often been paid via check and have impacted this performance measure.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,008,648 | \$0 | \$1,067,067 | \$0 |
| Contractual Services | \$1,950 | \$0 | \$1,950 | \$0 |
| Materials & Supplies | \$8,424 | \$0 | \$8,424 | \$0 |
| Total GF/non-GF | \$1,019,022 | \$0 | \$1,077,441 | \$0 |
| Program Total: | \$1,019,022 | | \$1,077,441 | |
| Program FTE | 7.60 | 0.00 | 7.60 | 0.00 |

| Program Revenues | | | | |
|-------------------------|------------------|------------|------------------|------------|
| Other / Miscellaneous | \$293,180 | \$0 | \$291,180 | \$0 |
| Total Revenue | \$293,180 | \$0 | \$291,180 | \$0 |

Explanation of Revenues

This program is supported by General Fund revenues.

Rebates are the only Central Accounts Payable revenue. Rebates, received from U.S. Bank and Bank of America, are based on the level of annual spending in each of the bank's credit card programs. The majority is from Bank of America's purchasing card program; rebates from BOA are generally 1.4% of total value of transactions processed annually. Where practical, Multnomah County maximizes the use of electronic card payments to leverage rebates back to the County.

Significant Program Changes

Last Year this program was: FY 2021: 72002 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, Excise 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.

The CFO manages the County's risk fund, this includes but is not limited to managing risk fund budget, setting collection rates, managing/setting reserve requirements (e.g. workers compensation and health self insured programs), managing other post retirement employment benefits (OPEB) program, and managing the usage of the fund.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$358,894 | \$78,044 | \$390,885 | \$82,447 |
| Contractual Services | \$23,461 | \$0 | \$31,500 | \$0 |
| Materials & Supplies | \$39,384 | \$0 | \$14,384 | \$0 |
| Internal Services | \$831,513 | \$193,255 | \$871,808 | \$187,896 |
| Total GF/non-GF | \$1,253,252 | \$271,299 | \$1,308,577 | \$270,343 |
| Program Total: | \$1,524,551 | | \$1,578,920 | |
| Program FTE | 1.65 | 0.35 | 1.65 | 0.35 |

| Program Revenues | | | | |
|-----------------------|------------|------------------|------------|------------------|
| Other / Miscellaneous | \$0 | \$275,804 | \$0 | \$270,343 |
| Total Revenue | \$0 | \$275,804 | \$0 | \$270,343 |

Explanation of Revenues

This program is supported by General Fund and Risk Fund revenues.

Significant Program Changes

Last Year this program was: FY 2021: 72003 FRM Chief Financial Officer

Department: County Management **Program Contact:** Samina Gillum**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Adopted**Related Programs:****Program Characteristics:**

Executive Summary

The General Ledger 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, which includes all activities associated with the required annual external financial audits. The report 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of properly stated balance sheet accounts per review of external auditors | 300 | 300 | 300 | 300 |
| Outcome | Number of Comprehensive Annual Financial Report audit deficiency comments from external auditors | 0 | 0 | 0 | 0 |
| Quality | Number of days Comprehensive Annual Financial Report is completed after fiscal year end | 176 | 170 | 170 | 169 |

Performance Measures Descriptions

Fewer balance sheet accounts identified with misstatements indicate a high degree of accuracy in the financial statements and effective internal controls are in place (approx. 300 total accounts). External auditors express their opinion on the County's Comprehensive Annual Financial Report, 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,046,998 | \$0 | \$1,089,581 | \$0 |
| Contractual Services | \$2,000 | \$0 | \$2,000 | \$0 |
| Materials & Supplies | \$11,900 | \$0 | \$11,900 | \$0 |
| Total GF/non-GF | \$1,060,898 | \$0 | \$1,103,481 | \$0 |
| Program Total: | \$1,060,898 | | \$1,103,481 | |
| Program FTE | 7.00 | 0.00 | 7.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|-----------------|------------|-----------------|------------|
| Service Charges | \$20,000 | \$0 | \$20,000 | \$0 |
| Total Revenue | \$20,000 | \$0 | \$20,000 | \$0 |

Explanation of Revenues

This program is supported by General Fund revenues.

External revenue is received from the County's separately issued component unit financial reports: Mid County Service District No. 14, Dunthorpe-Riverdale Service District No. 1, and the Multnomah County 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 2021: 72004 FRM General Ledger

Department: County Management

Program Contact: Brian Smith

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs: 72044, 720047, 720048

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 public purchasing 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 State Certification Office for Business Inclusion and Diversity (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 promotes 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 ensure sustainable purchasing practices.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Percent of contracts awarded to COBID Certified and QRF businesses | 10% | 7% | 4% | 8% |
| Outcome | Number of sustained protest on formal procurements | 0 | 0 | 0 | 0 |
| Output | Number of formal RFP and Bid solicitations issued | 54 | 50 | 58 | 120 |
| Output | Number of contracts and amendments processed | 989 | 1,000 | 1,000 | 1,000 |

Performance Measures Descriptions

Purchasing manages formal Request For Proposal (RFP) and bid solicitations (>\$150,000) for the County because those 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$2,592,938 | \$0 | \$3,071,589 | \$0 |
| Contractual Services | \$11,146 | \$0 | \$11,146 | \$0 |
| Materials & Supplies | \$137,013 | \$0 | \$131,968 | \$0 |
| Total GF/non-GF | \$2,741,097 | \$0 | \$3,214,703 | \$0 |
| Program Total: | \$2,741,097 | | \$3,214,703 | |
| Program FTE | 18.50 | 0.00 | 20.50 | 0.00 |

| Program Revenues | | | | |
|-----------------------|----------------|------------|----------------|------------|
| Other / Miscellaneous | \$2,000 | \$0 | \$2,000 | \$0 |
| Total Revenue | \$2,000 | \$0 | \$2,000 | \$0 |

Explanation of Revenues

This program is primarily supported by General Fund revenues.

External revenues are generated primarily when fees are collected for services performed in response to public records requests.

Significant Program Changes

Last Year this program was: FY 2021: 72005A FRM Purchasing

For FY22 Added 2.00 FTE in Central Purchasing (Procurement Analyst and Procurement Analyst Sr) and Materials & Services. These positions are needed to accommodate significant increases in the volume of formal (over \$150,000) procurements driven primarily by: 1) Library ballot measure passage, 2) Preschool for All ballot measure passage, 3) Increases in procurements related to A Home for Everyone, and 4) shifts in workload related to COVID response.

Department: County Management **Program Contact:** Michelle Cross
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 72009B
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

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. This process allows for equitable distribution of financial losses.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of policies for insured risks and statutory bond purchased/renewed* | 17 | 18 | 19 | 21 |
| Outcome | Resolve and optimize reimbursement for insured loss** | N/A | N/A | 1 | 1 |

Performance Measures Descriptions

*Appropriate types of insurance coverage indicate strong safeguarding of the county's assets.

**Maximize reimbursable for insured damage repair due to 2020 protests (0-Not Met, 1-Goal Met)

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$381,996 | \$0 | \$407,098 |
| Contractual Services | \$0 | \$264,436 | \$0 | \$270,200 |
| Materials & Supplies | \$0 | \$3,994,485 | \$0 | \$5,084,485 |
| Total GF/non-GF | \$0 | \$4,640,917 | \$0 | \$5,761,783 |
| Program Total: | \$4,640,917 | | \$5,761,783 | |
| Program FTE | 0.00 | 2.50 | 0.00 | 2.50 |

| Program Revenues | | | | |
|-----------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$4,655,461 | \$0 | \$5,821,768 |
| Total Revenue | \$0 | \$4,655,461 | \$0 | \$5,821,768 |

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 2021: 72006 FRM Property & Liability Risk Management

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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Average number of payments issued per period* | 7,430 | 7,200 | 7,500 | 7,500 |
| Outcome | Percent issued without error* | 99% | 99% | 99% | 99% |
| Output | Percent of employees participating in Deferred Comp** | 64% | 64% | 70% | 68% |

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%). FY21 has shown an increase in payments per period due to the increase in employees for COVID response.

**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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$979,176 | \$0 | \$1,063,110 | \$0 |
| Contractual Services | \$110,855 | \$0 | \$85,855 | \$0 |
| Materials & Supplies | \$19,178 | \$0 | \$23,268 | \$0 |
| Total GF/non-GF | \$1,109,209 | \$0 | \$1,172,233 | \$0 |
| Program Total: | \$1,109,209 | | \$1,172,233 | |
| Program FTE | 7.40 | 0.00 | 7.40 | 0.00 |

| Program Revenues | | | | |
|---------------------------|------------------|------------|------------------|------------|
| Other / Miscellaneous | \$179,312 | \$0 | \$183,053 | \$0 |
| Beginning Working Capital | \$35,774 | \$0 | \$50,000 | \$0 |
| Total Revenue | \$215,086 | \$0 | \$233,053 | \$0 |

Explanation of Revenues

This program is supported by General Fund revenues.

External revenues for the deferred compensation program are contractually negotiated with the County's deferred compensation provider through a revenue sharing agreement. All administrative costs associated with the program are paid for through the agreement. The revenue sharing enables the County to offer the program to employees at no cost to the County. The estimated reimbursement for FY 2022 is \$155,053 and is adjusted each following year by the CPI-W. In addition \$50,000 of BWC from FY 2021 is budgeted.

Significant Program Changes

Last Year this program was: FY 2021: 72007 FRM Payroll/Retirement Services

A 1.0 FTE position moved from Payroll (Program Offer 72007) to Workday Support Central HR (Program Offer 72022) to align the budget with how the support work is managed.

Department: County Management **Program Contact:** Eric Arellano
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Treasury manages the County's cash assets, investment portfolio, debt, banking services and relationships and broker/dealer relationships. Treasury also manages the Excise Tax Administration program which includes management of revenue collections for Motor Vehicle Rental Tax (MVRT), Transient Lodging Tax (TLT) and Business Income Tax (BIT) in accordance with Multnomah County Code, the County's fiduciary responsibilities and revenue & taxation policies and procedures.

Program Summary

Treasury invests the County's financial assets to ensure that funds are available to meet anticipated cash flow needs. Investment earnings are measured against specific benchmarks outlined in the Investment Policy. Treasury complies with all applicable laws, policies and best practices in the management of County funds.

Treasury supports the Chief Financial Officer in the issuance of debt, including opportunities to refinance existing debt and maintains contact with rating agencies. It ensures timely and accurate debt service payments and generates arbitrage rebate calculations and reports. Treasury regularly analyzes cash flow. From time to time it is necessary to issue short term Tax and Revenue Anticipation Notes (TRANS) to provide liquidity prior to the collection of property taxes in November.

The County collects and administers three excise taxes. A Business Income Tax (BIT) is assessed against businesses with income generated within the County. It is set at a rate of 2.00% 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 in delivering business services to County residents.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Compliance with Investment Policy* | 1 | 1 | 1 | 1 |
| Outcome | Tax Returns Filed-Motor Vehicle and Transient Lodging** | 2,270 | 2,300 | 2,250 | 2,300 |
| Outcome | Ensure County's Cash Flow Needs are Met*** | 1 | 1 | 1 | 1 |
| Output | Number of Active Business Accounts in County**** | 106,000 | 108,000 | 105,000 | 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 2030

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$566,412 | \$0 | \$596,110 | \$0 |
| Contractual Services | \$1,666,126 | \$0 | \$2,997,653 | \$0 |
| Materials & Supplies | \$13,950 | \$0 | \$13,950 | \$0 |
| Total GF/non-GF | \$2,246,488 | \$0 | \$3,607,713 | \$0 |
| Program Total: | \$2,246,488 | | \$3,607,713 | |
| Program FTE | 4.00 | 0.00 | 4.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------------|------------|------------------|------------|
| Interest | \$120,000 | \$0 | \$120,000 | \$0 |
| Service Charges | \$180,000 | \$0 | \$115,000 | \$0 |
| Total Revenue | \$300,000 | \$0 | \$235,000 | \$0 |

Explanation of 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 2021: 72008A FRM Treasury and Tax Administration

In fiscal year 2020 the County extended its agreement with the City of Portland for the administration and collection of the County's Business Income Tax. The City recently implemented new tax software (Integrated Tax System, "ITS") that will greatly enhance collection systems and processes. The new system is expected to generate a boost in tax revenues. Under the new agreement, the County will pay for a portion of ITS implementation costs if collections exceed certain benchmarks. In FY 22, the ITS costs are estimated at \$1.3m

Department: County Management **Program Contact:** Eric Arellano
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Treasury tax administration unit is responsible for managing all tax administrative activities for the new Preschool For All Program tax. This includes but is not limited to tax accounting, tax reporting, tax code development and oversight, tax procedures, tax forms, tax handbook, tax communication/education, general tax support, and management of intergovernmental agreement with the City of Portland.

Program Summary

On November 3, 2020 the voters of Multnomah County approved Preschool For All Program Ballot Measure 26-214 which authorized the County to impose a personal income tax to fund universal, tuition free, voluntary, and high quality preschool education for every three and four year residing within Multnomah County. The tax is effective tax years beginning January 1, 2021 and applies to resident and non-residents: 1.5% tax on Oregon taxable income over \$125,000 and 3.00% tax on Oregon taxable income over \$250,000 for single filers. 1.5% tax on Oregon taxable income over \$200,000 and 3.00% for Oregon taxable income over \$400,000 for joint filers.

The City of Portland, through an intergovernmental agreement, will be administering and collecting the tax on behalf of Multnomah County. The City of Portland has administered the County's Business Income Tax for over 25 years and administered the County's ITAX (temporary personal income tax) from 2003-2005. The City of Portland will also be administering the Metro District Supportive Housing Services personal income tax for the Tri-County area, creating significant economies of scale. The City has the tax software, expert staffing, and experience to administer tax. In the first 3 years of the tax program, the County will pay for system implementation costs to accommodate necessary tax system enhancements directly related to the new tax. In FY 2022 the total cost will be \$12.9m, with \$8.6m of that going to system implementation costs. Annual, ongoing costs of collection will level off in FY24 at approximately \$6.3m, adjusted by consumer price index (CPI).

In addition to contract expenditures, this program includes two FTE (Project Manager and Finance Specialist Senior) to develop tax code, tax administrative procedures, tax handbook, educational materials, taxpayer outreach, development of tax forms, tax accounting, tax reporting, and other necessary tax administrative functions.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Establish tax administration unit for new tax* | N/A | N/A | N/A | 1 |
| Outcome | Collection activities start in April 2021** | N/A | N/A | N/A | 1 |

Performance Measures Descriptions

*1=Achieved; 0=Not Achieved

**1=Achieved; 0=Not Achieved

Legal / Contractual Obligation

Multnomah County Code Chapter 11 (Personal Income Tax). The Personal Income Tax will be administered by the City of Portland through an intergovernmental agreement (IGA) that expires in fiscal year 2030.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$0 | \$284,132 |
| Contractual Services | \$0 | \$0 | \$0 | \$12,875,985 |
| Materials & Supplies | \$0 | \$0 | \$0 | \$5,000 |
| Internal Services | \$0 | \$0 | \$0 | \$14,724 |
| Total GF/non-GF | \$0 | \$0 | \$0 | \$13,179,841 |
| Program Total: | \$0 | | \$13,179,841 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 2.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

This program will be supported entirely by tax receipts from Preschool For All Program (fund 1522). Tax revenues budgeted in program offer 25200-22.

Significant Program Changes

Last Year this program was:

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 using established policies to ensure equitable use of light duty. 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, equitability, 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 assisting management in efforts to reduce employee on-the-job injuries, illnesses, and employer liability due to injuries to non-employees. This work incorporate safety, trust, and belonging values in all communication and program implementation. Safety and Health staff consult with County departments to assist them in providing a safe environment for both employees and the public. Staff help to 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 through an equity lens for implementation and program success.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Telework ergonomic support | N/A | 0 | 75 | 80 |
| Outcome | OR-OSHA complaint responses closed without inspection follow-up initiated by OR-OSHA | 3 | 3 | 35 | 25 |

Performance Measures Descriptions

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$937,211 | \$0 | \$965,173 |
| Contractual Services | \$0 | \$386,800 | \$0 | \$420,150 |
| Materials & Supplies | \$0 | \$2,494,429 | \$0 | \$2,498,129 |
| Total GF/non-GF | \$0 | \$3,818,440 | \$0 | \$3,883,452 |
| Program Total: | \$3,818,440 | | \$3,883,452 | |
| Program FTE | 0.00 | 6.00 | 0.00 | 6.00 |

| Program Revenues | | | | |
|-----------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$4,005,714 | \$0 | \$3,883,452 |
| Total Revenue | \$0 | \$4,005,714 | \$0 | \$3,883,452 |

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 2021: 72009 FRM Worker's Compensation/Safety & Health

Department: County Management **Program Contact:** Michelle Cross
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted
Related Programs: 72006
Program Characteristics:

Executive Summary

This Program Offer adds 2 FTE to the Central Risk Management section to successfully provide an appropriate level of consultation, and policy development and administration to support existing and new efforts due to COVID-19 and new or evolving county-wide programs. These two positions will help provide safety and loss prevention focused strategic and operational leadership to county management and will be needed to support the new county-wide programs that have built-in insurance requirements. These new positions will provide the means to align staff objectives and consultative services in a more equitable manner to address COVID-19 OR-OSHA requirements, teleworking ergonomics, and loss prevention support to new county initiatives such as A Home for Everyone, Preschool for All, and Library Capital Construction Project.

Program Summary

The pandemic response and ongoing support needed by the Risk Management staff coupled with the county expanding its service base in areas such as A Home for Everyone, Preschool for All, and Library Capital Construction Project, requires additional staff to ensure risk assessment and control is aligned with the work performed by the county and how employees are performing their work. This program adds a safety and health manager and a claims associate to the Risk Management team to lead and support the regulatory compliance and administrative needs that accompany the county's growth and future commitments to the public.

The safety and health manager will lead the county and safety and health staff towards the one employer model emphasized by OR-OSHA. The position will prioritize and direct COVID 19 exposure mitigation efforts required by OR-OSHA, track and manage the OR-OSHA regulatory activity due to COVID 19 and the additional ergonomic needs due to the large percentage of staff teleworking. This position will lead the Safety and Health Leadership Council in the one employer model, ensuring safety, trust, and belonging are values instilled in county-wide safety and health efforts.

The claims associate position will be responsible for new program development and administrative processes required due to newly incurred liabilities and COVID-19 requirements.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|-----------------|-------------|---------------|---------------|------------|
| Output | | | | | |
| Outcome | | | | | |

Performance Measures Descriptions

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$0 | \$282,732 |
| Materials & Supplies | \$0 | \$0 | \$0 | \$14,000 |
| Total GF/non-GF | \$0 | \$0 | \$0 | \$296,732 |
| Program Total: | \$0 | | \$296,732 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 2.00 |

| Program Revenues | | | | |
|-----------------------|------------|------------|------------|------------------|
| Other / Miscellaneous | \$0 | \$0 | \$0 | \$236,747 |
| Total Revenue | \$0 | \$0 | \$0 | \$236,747 |

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:

Adding 2.00 FTE to FRM Workers' Compensation/Safety & Health Program Offer 72009

Department: County Management **Program Contact:** Eric Arellano
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 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 | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$0 | \$50,000 | \$0 | \$50,000 |
| Internal Services | \$0 | \$1,265 | \$0 | \$0 |
| Total GF/non-GF | \$0 | \$51,265 | \$0 | \$50,000 |
| Program Total: | \$51,265 | | \$50,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|-----------------|------------|-----------------|
| Taxes | \$0 | \$51,265 | \$0 | \$50,000 |
| Total Revenue | \$0 | \$51,265 | \$0 | \$50,000 |

Explanation of Revenues

Revenues represent Multnomah County's share of state Marine Fuel Tax.

Significant Program Changes

Last Year this program was: FY 2021: 72010 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 is responsible for maintaining compliance with Federal, State and County laws and regulations and to provide fiscal oversight of contracted programs. The unit performs pre-award risk assessments, site reviews and financial statement analyses on County human service contracts to meet that responsibility. 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 fiscal monitoring for all CBO's that work with the County. Monitoring includes, financial statement analysis including cash flow and revenue reliance for all CBO's, and site and desk reviews for those receiving Federal funding. Site reviews include internal control, compliance and accuracy testing. Fiscal Compliance provides recommendations to align with best practices.

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 55 risk assessments and performed 20 site audits covering \$6.5 million in federal expenditures. The performed oversight helps department programmatic staff with transparency into fiscal assessments by ensuring subrecipients are compliant with grant requirements and are financially stable.

Fiscal Compliance also offers both external and internal support around compliance. Internal support includes, but not limited, to approval of costing allocations, reviewing CBO budgets, and providing guidance for external audits. External support for our CBO's includes, but isn't limited to, review of internal controls for fiscal recommendations, review of indirect rates and costing allocations, and invoice reviews.

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.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Total risk assessments performed on County contracts receiving Federal funds | 55 | 50 | 70 | 50 |
| Outcome | Percent of total County pass-through dollars actively monitored by Fiscal Compliance | 91% | 85% | 90% | 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$414,401 | \$0 | \$434,666 | \$0 |
| Materials & Supplies | \$3,380 | \$0 | \$3,380 | \$0 |
| Total GF/non-GF | \$417,781 | \$0 | \$438,046 | \$0 |
| Program Total: | \$417,781 | | \$438,046 | |
| Program FTE | 3.00 | 0.00 | 3.00 | 0.00 |

| Program Revenues | | | | |
|------------------|-----|-----|-----|-----|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2021: 72012 FRM Fiscal Compliance

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 both countywide and within the Department of County Management. The ERU is responsible for many projects that directly measure employees' experiences and opportunities, including the Countywide Employee Survey (CWES) and analysis of Human Resource Trends like hires, promotions, and separations from the county.

Program Summary

The Evaluation and Research Unit performs projects that measure human resources trends by demographic, and analyze employees experience of work climate, belonging, job satisfaction, relationships with supervisors and coworkers, communication, the county's equity efforts, and how employee identities impact how they are viewed at work. These are all directly related to employees' Safety, Trust, and Belonging, and other important aspects of the Workforce Equity Strategic Plan.

In FY 2021, the ERU:

- Conducted, analyzed and presented the FY 2019 Countywide Employee Survey in partnership with county employees and an outside consultant, including presentations to the Board of County Commissioners and an all-employee "Town Hall" presentation led by county employees and leaders;
- Assisted the county in plans to maintain pay equity over time and launched the second interaction of a countywide analysis of pay equity in accordance with state law;
- Pivoted during the county's COVID-19 response to support essential efforts in countywide communication, data support for the Emergency Operations Center, and support for the county's Physical Distancing Shelters and Voluntary Isolation Motels.

In FY 2022 the ERU will:

- Work with system data partners to design and implement new dashboards for employee demographic data and HR trends (e.g., hires, promotions, separations), allowing a new level of insight into employee demographics for all employees;
- Partner with the Office of Diversity and Equity to support the evaluation of the Workforce Equity Strategic Plan;
- Complete and support implementation of the county's work to ensure employee pay equity in compliance with state law.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of consults performed and reports, presentations, and/or dashboards issued | 151 | N/A | 150 | 150 |
| Outcome | Stakeholder engagement to ensure broad input from diverse stakeholders, including listening sessions and me | N/A | N/A | 27 | 27 |
| Output | Response rate to the Countywide Employee Survey | 54% | 58% | 58% | 58% |
| Outcome | Percent of county employees stating that they feel like they belong at the county | N/A | N/A | 79% | 80% |

Performance Measures Descriptions

Measures 3 and 4 are based on the Countywide Employee Survey, which is issued to all county employees every two years. Stakeholder engagement number represents number of engagements.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$491,764 | \$0 | \$518,286 | \$0 |
| Materials & Supplies | \$21,022 | \$0 | \$21,022 | \$0 |
| Internal Services | \$1,227 | \$0 | \$887 | \$0 |
| Total GF/non-GF | \$514,013 | \$0 | \$540,195 | \$0 |
| Program Total: | \$514,013 | | \$540,195 | |
| Program FTE | 3.00 | 0.00 | 3.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 72014 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, enfolding equity and inclusion practices in the budget development process, 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 organizational values and programs authorized by the Board of County Commissioners.

Business Services is responsible for developing the annual DCM budget through collaboration and engagement with department programs, following guidance from the Budget Office, enfolding equity and inclusion practices in the budget development process; is responsible for monitoring, analysis, tracking, and financial reporting, position control, adjustments, amendments and modifications; and monitoring various revenue streams and funds. Business Services monitors departmental spending throughout the budget cycles to maintain spending within approved budget 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 purchasing of goods and services in support of DCM operations, and for County-wide contracts and Intergovernmental Agreements. The contracts team provides consultation, procurement and contract development, negotiation, risk assessment and management, supplier management and ongoing contract administration. The program 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | # of Accounts Receivable Transactions processed | 828 | 1300 | 728 | 800 |
| Outcome | % of travel and training events reconciled within 30 days of travel return date | 100% | 100% | 100% | 100% |
| Outcome | Contract Cycle Time - number of days from draft to executed contract | 31 days | N/A | 14 days | 30 days |
| Outcome | % of Accounts Payable invoices paid in 30 days or less | 97% | 99% | 97% | 98% |

Performance Measures Descriptions

Outcome measures demonstrate adequate controls and processes are in place to ensure compliance with county policies and practices. No out of town travel for FY2021 due to COVID-19 travel restrictions; training events have shifted to virtual events resulting in 100% reconciliation rate. Volume of Accounts Receivable transactions fluctuates annually; Contract cycle times is NEW and reflects the # of days from initiating a contract draft in MMP to execution of the contract. The goal is not to exceed 30 days. Plan to begin measure of full timeline from intake of request to execution of contract.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,164,732 | \$0 | \$1,203,842 | \$0 |
| Contractual Services | \$1,318 | \$0 | \$1,318 | \$0 |
| Materials & Supplies | \$28,597 | \$0 | \$23,577 | \$0 |
| Internal Services | \$125,209 | \$0 | \$126,940 | \$0 |
| Total GF/non-GF | \$1,319,856 | \$0 | \$1,355,677 | \$0 |
| Program Total: | \$1,319,856 | | \$1,355,677 | |
| Program FTE | 8.50 | 0.00 | 8.50 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

This program is supported by General Fund revenues

Significant Program Changes

Last Year this program was: FY 2021: 72015 DCM Business Services

Business Services Program continues to adapt to remote work due to the pandemic, and has successfully transitioned much of the business processes to virtual methods. Supplies budget reduced for FY 2022.

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 strategically leads and partners with department HR units to guide consistent, equitable, 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; Employee Benefits and Wellness; the Unemployment Insurance Program and Countywide Employee Recognition Programs.

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 successfully provide a variety of services to our community. Central HR Administration focuses on communicating with and seeking feedback from internal stakeholders, 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 align with countywide business goals and values as well as the Workforce Equity Strategic Plan, and oversees the 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of countywide job applications received | 20,160 | 19,500 | 15,000 | 15,000 |
| Outcome | Percentage of employees indicating that they are fully engaged in their jobs | 87% | 87% | 85% | 85% |
| Output | Number of employees nominated for annual employee awards | 551 | 400 | 300 | 400 |
| Output | Number of employees celebrated for reaching milestone years-of-service anniversaries | 673 | 700 | 774 | 700 |

Performance Measures Descriptions

Output 1: Measures the number of applicants interested in county employment. Number declined (and may continue) due to employment impacts of COVID-19. 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. Output 3 & 4: 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$452,224 | \$0 | \$464,556 | \$0 |
| Contractual Services | \$55,806 | \$0 | \$55,806 | \$0 |
| Materials & Supplies | \$54,130 | \$0 | \$47,130 | \$0 |
| Internal Services | \$523,471 | \$0 | \$546,540 | \$0 |
| Total GF/non-GF | \$1,085,631 | \$0 | \$1,114,032 | \$0 |
| Program Total: | \$1,085,631 | | \$1,114,032 | |
| Program FTE | 2.63 | 0.00 | 2.63 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2021: 72016 Central HR Administration

The staff members reflected in this program offer have moved to full-time teleworking, with occasional visits to the office site, due to COVID-19. That is expected to continue, possibly into FY22.

Department: County Management

Program Contact: Chris Lenn

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Central Human Resources (CHR) Services is responsible for providing key programs and services that support employees throughout their lifecycle and leading CHR efforts to advance best practices in workforce equity, recruitment, onboarding, learning and professional development, leadership development, conflict resolution, performance planning and review, and career pathways that furthers Multnomah County's ability to attract, train, and retain a diverse, high performing, and supported workforce. Through collaboration and partnership, CHR Services enables Multnomah County to fulfill and advance countywide recommendations from strategic plans and employee feedback trends.

Program Summary

Organizational Learning provides a wide range of services including culturally responsive training, leadership development, facilitation services, conflict resolution learning and mediation support, and professional development opportunities for the general workforce. Organizational Learning maintains the County's Core Competencies, the skill sets that help County employees promote our values of safety, trust, and belonging. The Leadership Development Program delivers programs that increase manager accountability, strengthen knowledge of county processes and policies, and build the interpersonal skills that promote a culture of safety, trust, and belonging in the workplace.

Talent Acquisition focuses on recruitment strategies, screening and selection best practices, and workforce pathways that promote the County's mission to build a diverse and talented workforce. The centralized function serves as a subject matter-expert and provides guidance to departmental recruitment resources and facilitates the countywide Employment Committee. The College to County Mentorship Program, a workforce pathways initiative focuses on the development of college students from underrepresented communities by offering paid internship opportunities in County projects across departments and matches participants with a trained mentor.

HR projects and strategic planning efforts design process, administer, and execute countywide strategic HR projects that respond to the highest priority needs identified by internal priorities (ex: Workforce Equity Strategic Plan, HR Audit) and external industry best practices related to the field of Human Resources.

Centralized Performance Planning and Review, coordination of departmental orientation and onboarding efforts, change management support, and career development training also provide services to employees throughout their lifecycle and help to advance overall workforce growth and success.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Participation in an Organizational Learning course or service request | TBD | TBD | TBD | 2200 |
| Outcome | % of Performance Reviews completed in the Year End phase | TBD | TBD | TBD | 95 |
| Output | Employees trained on effective interview panel and selection skills | TBD | TBD | TBD | 200 |
| Output | Number of College to County Mentees placements | TBD | TBD | 36 | 50 |

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.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$2,245,000 | \$0 | \$2,376,675 | \$0 |
| Contractual Services | \$132,000 | \$0 | \$132,000 | \$0 |
| Materials & Supplies | \$72,600 | \$0 | \$52,600 | \$0 |
| Internal Services | \$105,236 | \$0 | \$162,166 | \$0 |
| Total GF/non-GF | \$2,554,836 | \$0 | \$2,723,441 | \$0 |
| Program Total: | \$2,554,836 | | \$2,723,441 | |
| Program FTE | 13.00 | 0.00 | 13.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|-----------------|------------|-----------------|------------|
| Service Charges | \$25,000 | \$0 | \$25,000 | \$0 |
| Total Revenue | \$25,000 | \$0 | \$25,000 | \$0 |

Explanation of Revenues

This program is supported by General Fund revenues. For training events that require administration of certain tools or tests or provide professional certifications outside the usual scope of countywide training, a portion of the cost of attendance will be charged back to the cost center of the employee attendee, for an aggregate total of \$25,000.

Significant Program Changes

Last Year this program was: FY 2021: 72017A Central HR Services

Includes FY21 scaled offers of 72017B and 72017C as ongoing funding. Includes 1.0 FTE from FY21 10017C ODE College to County Program Offer. Classification and Compensation has been separated into its own program offer, 72050, for FY22.

Department: County Management

Program Contact: Chris Lenn

Program Offer Type: Innovative/New Program

Program Offer Stage: As Adopted

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

Executive Summary

This proposal represents an investment of 25 internship positions towards our commitment to the Workforce Equity Strategic Plan (WESP) performance metric to place 50 College to County internships countywide annually by 2022.

Program Summary

The College to County Mentorship Program is a workforce pathways initiative that focuses on the development of college students or recent graduates from underrepresented communities by offering paid three-month internship opportunities in County projects across departments. In addition, the program matches participants with mentors who are trained in culturally responsive mentoring and development. The internship assists the students' understanding of the pathways to employment and leadership in various County careers so they may consider Multnomah County for future employment. Since the program started in 2011, College to County has successfully helped 26 internship participants become regular status County employees.

Centralized funding will provide a foundation for County departments to meet our commitment on an annual basis despite fluctuations in budget constraints and differences in budgets across departments. In a recent evaluation of this program, one of the biggest barriers for departments / managers to participate is budgetary constraint or uncertainty.

Ensuring a portion of the program's annual placement goals are funded centrally would provide a more equitable chance that internship opportunities are made available across all departments by filling the funding gap for those departments that may be constrained by budget.

This program honors and advances the County's commitment to building a diverse workforce, promoting inclusion, and being better positioned to fulfill our mission to serve the residents of Multnomah County.

A request and funding process will be maintained by the College to County Program Coordinator.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of Positions Funded | N/A | N/A | N/A | 25 |
| Outcome | Participants report the program improved their personal and professional growth | N/A | N/A | N/A | 80% |
| Outcome | Participants report increased understanding of how to obtain employment at Multnomah County | N/A | N/A | N/A | 80% |
| Outcome | Mentors report participation enhanced their culturally responsive skill sets | N/A | N/A | N/A | 80% |

Performance Measures Descriptions

Measures reflect the mission of the College to County program, including the positive impact on those County employees who serve as mentors.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$261,661 | \$0 |
| Total GF/non-GF | \$0 | \$0 | \$261,661 | \$0 |
| Program Total: | \$0 | | \$261,661 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: County Management

Program Contact: Chris Lenn

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

This position fills a critical need for enhanced internal employee communications due to the impact of the county's COVID-19 pandemic response on employee experience, adjustments to operations and services, and increased teleworking/remote working. The development of coordinated and consistent communications from central offices furthers transparency, and is also supported by employee feedback for improved communications from leadership through the Countywide Employee Survey.

Program Summary

The work of the Central Communications Specialist supports Central Human Resources' mission of "Supporting the people who serve our community," and has direct impact and involvement in the communication of CHR updates to policies and practices to employees.

The position implements countywide COVID-19 communications strategies on behalf of Central Human Resources by developing content and coordinating countywide strategies that provide employees timely and accessible information on county management policies and resources relevant to employee experiences and expectations.

Central communications work with leadership to create a communications team that includes departmental representation, subject matter experts, and equity stakeholders in order to collect and develop information and messaging for employees. This team works to gather information, draft, and distribute key information and messages to diverse countywide audiences that are trauma-informed, culturally appropriate and responsive, and informed by universal design principles that create accessible communications.

The Central Communications specialist is charged with identifying pathways of communication that meet the needs of employees including regular newsletters, Workday, Multco Commons, messages from central leaders, and building additional mechanisms that create employee engagement such as surveys and feedback tools. By tracking and collecting information on engagement and feedback, Central HR leaders become informed and better able to respond to and deliver communication and resources that meet the needs of employees.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | # of Newsletters distributed | N/A | N/A | N/A | 90 |
| Outcome | % open rates of newsletter emails to employees | N/A | N/A | 80 | 90 |
| Output | # of COVID Page Views | N/A | N/A | N/A | 6000 |

Performance Measures Descriptions

Performance measures demonstrate engagement between communications sent and employee response

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|-------------------------|---------------------------------|--------------------------------|---------------------------------|--------------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$169,701 | \$0 |
| Materials & Supplies | \$0 | \$0 | \$10,000 | \$0 |
| Total GF/non-GF | \$0 | \$0 | \$179,701 | \$0 |
| Program Total: | \$0 | | \$179,701 | |
| Program FTE | 0.00 | 0.00 | 1.00 | 0.00 |

| Program Revenues | | | | |
|-------------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was:

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 Rule (work rules) that apply to all 100%.

Program Summary

Collective Bargaining Agreement (CBA) negotiation and interpretation present the front line of interaction with our employees' Labor Unions. Historically staggered dates for contract renewals have allowed the best opportunity to strategically plan and time proposals for contract changes. Managing negotiations during the COVID-19 pandemic, however, has resulted in many CBA negotiations being settled with one-year extensions, resulting in the accumulation of negotiation obligations FY2022 and beyond.

Forums, such as Employee Relations Committees and the Employee Benefits Advisory Team, along with tools such as negotiated Memoranda, allow the candid communication, clear and accessible decision-making, and collaborative problem solving needed to achieve consistent labor/management practices throughout the County. Additionally, Labor Relations has integrated consideration of Diversity, Equity, and inclusion dynamics into its work negotiating and interpreting/applying labor contracts, and various CBA impacts on employees in historically disadvantaged groups.

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.
- Provides internal expertise for dispute resolution, grievance handling, and cooperative problem solving.
- Maintains and develops personnel rules; ensures consistent application of CBAs, personnel rules, discipline policies, and; administers the County's drug and alcohol testing process.
- Coordinates countywide layoff activities and the merit council appeals 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of labor disputes | 147 | 141 | 119 | 136 |
| Outcome | Percentage of labor disputes settled collaboratively. | 95% | 90% | 96% | 94% |

Performance Measures Descriptions

Output and Outcome: Resolving formal and informal labor disputes collaboratively means efficiently addressing concerns without the necessity of arbitration, which can be costly and result in a binding decision not in the County's best interest. Additionally, the County now seeks to include Diversity & Equity considerations, applying equity consideration lenses to determining the County's interpretations in labor disputes, so as to work from more Diversity, Equity, and Inclusion-informed positions.

Legal / Contractual Obligation

Twelve labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits, and other matters pertaining to employment. Federal, State, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Reemployment Rights Act, Health Insurance Portability & Accountability Act and other employment related issues.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$917,927 | \$55,092 | \$933,104 | \$55,943 |
| Contractual Services | \$9,750 | \$0 | \$9,750 | \$0 |
| Materials & Supplies | \$13,100 | \$0 | \$13,100 | \$0 |
| Internal Services | \$29,269 | \$1,227 | \$32,914 | \$1,390 |
| Total GF/non-GF | \$970,046 | \$56,319 | \$988,868 | \$57,333 |
| Program Total: | \$1,026,365 | | \$1,046,201 | |
| Program FTE | 4.60 | 0.25 | 4.60 | 0.25 |

| Program Revenues | | | | |
|-----------------------|------------|-----------------|------------|-----------------|
| Other / Miscellaneous | \$0 | \$57,885 | \$0 | \$57,333 |
| Total Revenue | \$0 | \$57,885 | \$0 | \$57,333 |

Explanation of Revenues

This program is supported primarily by the General Fund with 0.25 FTE Labor Relations Manager supported by the Risk Fund.

Significant Program Changes

Last Year this program was: FY 2021: 72018 Central HR Labor Relations

Due to the COVID-19 Pandemic, some staff in this program were initially released from an office environment into a telework environment; others moved to be near the Emergency Operations Center, but have since been released to telework. Operational changes have included establishing virtual bi-weekly meetings with the county's largest employee union, AFSCME Council 75, regarding various Labor Issues associated with the COVID-19 pandemic. Communication is done primarily via email and chat, including virtual meetings with staff and bargaining units. These changes also included having held virtual bargaining sessions with those bargaining units who had open contracts this fiscal year.

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

Unemployment benefits are provided through the State or Oregon Employment Department. The County funds these benefits, as a self-insured employer, with direct payments to the state. Former employees, or employees who have had their hours reduced, submit claims to the State, who determines eligibility and benefit amounts. The State recoups funding for the claims directly from the County quarterly. Claimants file an appeal with the State when they want to contest an eligibility decision, for a hearing with an administrative law judge.

The Unemployment Insurance Program provides the funding to ensure eligible workers secure financial assistance when they are no longer employed by the County, or their hours are reduced. The program responds to the State's Employment Department in a timely manner, provides accurate and timely monitoring and reporting, and participates in all appeal hearings to decrease costs and liability due to ineligible claims. The County doesn't contest eligible claims, but benefits claim decisions can favor the applicant if responses are late, data is inaccurate or an employer fails to respond to a requested clarification.

The impact of COVID-19 has been an increase in the number of claims filed. Fraudulent claims, which were previously non-existent, have risen to 81 since the onset of work-from-home directives in March 2020. This has been due to a nationwide issue with "bad actors" using unemployment claims as a method of identity theft. Ultimately, there should be no financial impact as these claims should be closed, but there has been an increase in county-to-employee contact as we notify each employee or former employee they have possibly been a victim of ID Theft.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of employee claims for unemployment. | 381 | 250 | 520 | 475 |
| Outcome | Percentage of unemployment claim appeals found in the county's favor. | 80% | 50% | 50% | 50% |
| Output | Number of unemployment appeals. | 10 | 7 | 10 | 8 |

Performance Measures Descriptions

Outputs and Outcomes: The number of claims for FY 2021 is higher than budgeted due to the reasons listed in summary. Appeals are filed when the claimant disagrees with the benefit eligibility decision by the State; claims in the County's favor means a lower expense and lower risk to the County.

Legal / Contractual Obligation

Unemployment Insurance benefits are mandated by federal and state laws. Oregon Employment Law, statues 657.005 and 657.010, Federal Unemployment Act Social Security Act.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$39,029 | \$0 | \$39,415 |
| Contractual Services | \$0 | \$150 | \$0 | \$150 |
| Materials & Supplies | \$0 | \$970,921 | \$0 | \$970,921 |
| Total GF/non-GF | \$0 | \$1,010,100 | \$0 | \$1,010,486 |
| Program Total: | \$1,010,100 | | \$1,010,486 | |
| Program FTE | 0.00 | 0.15 | 0.00 | 0.15 |

| Program Revenues | | | | |
|-----------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$1,011,224 | \$0 | \$1,010,486 |
| Total Revenue | \$0 | \$1,011,224 | \$0 | \$1,010,486 |

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 FY22 is \$1,010,486.

Significant Program Changes

Last Year this program was: FY 2021: 72019 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 County's Benefit programs provide comprehensive health and financial security options to help over 12,000 employees, retirees and their families to ensure their needs are covered. Health programs focus on prevention and managing chronic conditions. Work is ongoing to promote greater health equity. Our health vendors have been asked to increase access to more diverse providers within their provider panels and some improvements have been made. The Wellness Program promotes and supports holistic workforce well-being across seven dimensions of wellness. It serves employees and families through programming, services, and practices, aligned with Central HR's priorities, that center equity and investment in employee well-being and experience, and workplace culture.

Program Summary

By internally administering the County's health and welfare programs, the department can best support our populations' unique business, labor and financial requirements. The team monitors transactions and contractual arrangements carefully to provide sound fiscal management in coordination with our DCM Business Services and Financial partners. The Benefits team administers a complex array of plans while ensuring compliance with labor contracts, federal, state and local laws and mandates. Coverages include a variety of comprehensive health coverage options, a VEBA health reimbursement account, basic and supplemental life insurance, flexible spending accounts for health, dependent/elder care and transit, leave management, and short/long term disability benefits. These programs help provide employees with peace of mind by supplying the resources to protect their financial security and physical and mental health and well-being. Participants include over 12,000 employees, spouses or domestic partners, dependent children and retirees. The team also consults and coordinates with County employees and departments to ensure timely enrollment in benefit plans, accurate payroll deductions, and user-friendly benefit communication/educational materials. Member advocacy is available through Benefits to assist plan participants and facilitate problem resolution. Prospective retirees are counseled to understand their County-provided options during their pre-retirement planning process. 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 recruitment, retention, morale, and productivity. The Employee Wellness Program adapts to serve the most relevant and emerging wellness needs of our employees as identified by population health data, employee feedback, and in response to Countywide equity efforts. Programming and policies focus on a holistic approach to well-being across multiple dimensions of wellness including physical, emotional, intellectual, financial, social, environmental, and a sense of purpose.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Medical plan annual member count. | 12,100 | 12,400 | 12,400 | 12,500 |
| Outcome | Participation in county wellness programs. | 9,202 | 11,675 | 7,008 | 7,000 |
| Efficiency | County's annual benefits cost change per employee. | -1.5% | 3.3% | 5.3% | 6% |

Performance Measures Descriptions

Output: Total number of members enrolled in health plan coverage during the plan year. This includes employees, retirees, COBRA participants and dependents from all. Outcome: 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$3,072,042 | \$0 | \$3,156,213 |
| Contractual Services | \$0 | \$1,574,773 | \$0 | \$1,822,330 |
| Materials & Supplies | \$0 | \$113,553,710 | \$0 | \$125,625,501 |
| Internal Services | \$0 | \$393,296 | \$0 | \$373,490 |
| Total GF/non-GF | \$0 | \$118,593,821 | \$0 | \$130,977,534 |
| Program Total: | \$118,593,821 | | \$130,977,534 | |
| Program FTE | 0.00 | 13.12 | 0.00 | 13.37 |

| Program Revenues | | | | |
|-----------------------|------------|----------------------|------------|----------------------|
| Other / Miscellaneous | \$0 | \$118,872,150 | \$0 | \$129,777,534 |
| Service Charges | \$0 | \$15,000 | \$0 | \$0 |
| Total Revenue | \$0 | \$118,887,150 | \$0 | \$129,777,534 |

Explanation of Revenues

Sources of revenue are: departmental contributions for health plan coverage (\$102,925,261 Actives/\$8,100,000 Retirees), Short and Long Term Disability and Life Insurance (\$3,175,000); benefit administration charge, (\$4,467,273), employee payroll deductions (both pre- and post- tax) for benefit plan participation (\$5,650,000), premium payments from retirees and COBRA participants (\$4,650,000), and operational refunds, forfeitures, rebates, performance guarantee penalties from vendors (\$810,000).

Significant Program Changes

Last Year this program was: FY 2021: 72020 Central HR Employee Benefits & Wellness

Benefit operations have converted to a primarily virtual format, with limited staff presence in the office each week for mail and check processing. Wellness numbers decreased because several programs that measure participation have been paused due to COVID-19, including fitness center utilization and fitness class utilization, and employee discount access. Other programming continues in a virtual format. Increased an HR Technician NR from .75 FTE to 1.00 FTE to adequately staff ongoing programmic needs.

Department: County Management **Program Contact:** Travis Graves
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

HR Workday Support provides strategic, technical, and operational leadership for the County's Human Capital Management System. 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 employee self-service, HR operational teams and HR Workday support staff. The HR Workday Support team is responsible for developing, maintaining, troubleshooting, and enhancing Workday Human Capital Management (HCM) functionality in collaboration with County functional subject matter experts, ensuring an effective, efficient and innovative ERP system.

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 audit, 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of resolved department HR and user issues as identified in ServiceNow. | 5073 | 4500 | 4500 | 4800 |
| Outcome | Percentage of Workday new release functionality implemented in support of improved HR operations. | N/A | 45% | 95% | 95% |
| Efficiency | Business processes initiated through employee and manager self service. | N/A | 60,000 | 60,000 | 60,000 |
| Output | Number of learning support sessions provided to Human Resources support teams. | 3 | 5 | 5 | 6 |

Performance Measures Descriptions

Output: Measures resolution of ERP HR & Payroll ServiceNow and Basecamp tickets. Outcome: Increased implementation of Workday release functionality. Efficiency :Effectiveness of change management and organizational adaptation to the new system. Output: Develop ongoing training plan for HR Operational users and establish Employee and Manager Workday training in partnership with Organizational Learning.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,575,922 | \$0 | \$1,672,890 | \$0 |
| Contractual Services | \$14,387 | \$0 | \$14,387 | \$0 |
| Materials & Supplies | \$74,664 | \$0 | \$56,664 | \$0 |
| Internal Services | \$95,419 | \$0 | \$101,573 | \$0 |
| Total GF/non-GF | \$1,760,392 | \$0 | \$1,845,514 | \$0 |
| Program Total: | \$1,760,392 | | \$1,845,514 | |
| Program FTE | 9.00 | 0.00 | 9.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Supported by General Fund Revenues

Significant Program Changes

Last Year this program was: FY 2021: 72022A Workday Support - Central Human Resources

In FY 2021 the program was supported by two program offers, 72022A and 72022B. In FY21, 72022B was approved and adopted to be supported with ongoing General Fund Revenue of \$1,026,463. Beginning in FY 2022 program offers will be combined as program is supported by General Fund Revenue. Additionally, 1 FTE in 72007 - FRM Payroll/Retirement Services will be moved to 72022 beginning FY 2022.

Department: County Management **Program Contact:** Jeffrey Brown

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

Related Programs:

Program Characteristics:

Executive Summary

Administration plans, directs, and coordinates operations and activities of the County's Division of Assessment, Recording and Taxation (DART); 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 for 310,000 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 2 billion dollars 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 DART. This includes 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 Department of Revenue Administrative Rules. It also monitors division activities and processes for statutory compliance, and submits required compliance reports to the Oregon Department of Revenue. This program ensures the collection of property taxes in a timely manner that is fair and equitable 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 and internal clients. Every function is filtered through an equity lens to ensure that focus and attention are paid to under-represented staff and community members we serve.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Total Number of Property Tax Accounts Administered | 309,900 | 310,000 | 310,500 | 312,000 |
| 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 | \$4 | \$4 | \$4 |

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. Per their metric, 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$613,486 | \$0 | \$679,297 | \$0 |
| Contractual Services | \$9,100 | \$0 | \$9,100 | \$0 |
| Materials & Supplies | \$49,362 | \$0 | \$49,262 | \$0 |
| Internal Services | \$167,625 | \$0 | \$128,551 | \$0 |
| Total GF/non-GF | \$839,573 | \$0 | \$866,210 | \$0 |
| Program Total: | \$839,573 | | \$866,210 | |
| Program FTE | 3.40 | 0.00 | 3.40 | 0.00 |

| Program Revenues | | | | |
|-------------------------|------------------|------------|------------------|------------|
| Fees, Permits & Charges | \$65,000 | \$0 | \$77,500 | \$0 |
| Intergovernmental | \$80,013 | \$0 | \$81,413 | \$0 |
| Total Revenue | \$145,013 | \$0 | \$158,913 | \$0 |

Explanation of Revenues

DOR's County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 15% of program expenditures. Grant amounts can vary depending upon the CAFFA pool and the allocated percentage to each participating county. Multnomah County's share of CAFFA is estimated at \$3,004,161, with \$81,413 allocated to DART Administration. General Fund Revenue of \$77,500 is from a portion of the document recording fee (5% of the \$10 per document fee) and is for maintenance of county property tax systems. Revenue from recording fees varies annually due to economic factors affecting the number of documents recorded. (Note: The balance of the \$10 recording fee is allocated to the County Clerk (5%) and the County Assessment & Taxation Fund (90%) for distribution to the DOR for deposit into the statewide CAFFA Account.) Remaining program support is from General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2021: 72023 Div of Assessment, Recording & Taxation Administration

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. The Customer Service professionals assist the community by providing virtual and in person assistance with questions regarding and the acceptance of property tax payments, marriage licenses and domestic partnerships, passport services including passport photos, employee IDs, and administer the Board of Property Tax Appeals. This excellent service is provided through the organization's soft phone system, at the public counter, through mail, by email, and via online chat.

Program Summary

The Customer Service unit is responsible for assisting taxpayers in person, over the phone, and through chat and email; the issuance and record keeping of marriage licenses and domestic partnerships which are governed by state law; administering the passport acceptance program that is administered by federal laws and regulations; accepting property tax payments that are guided by state statutes; and administering the Board of Property Tax Appeals program that is guided by state statutes. The Employee Photo unit is responsible for the issuance of county employee photo IDs and processing passport application photos. During FY20, the Customer Service program responded to approximately 110,000 inquiries, including 40,000 walk-in customers. 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. COVID-19 has necessitated the need for the team to telework. The transition to telework went smoothly, but challenges existed at the beginning due to the phone system. This was alleviated by upgrading to a soft phone system that allows all team members to answer customer calls from multiple locations. COVID-19 has provided a host of challenges for the team as they assist community members who are experiencing financial or other difficulties due to the pandemic. An office presence is essential for duties that cannot be accomplished remotely. Since in person service is currently closed, a process had to be created for processing marriage licenses and domestic partnerships in order to accommodate this service. The new process achieves our goal, but additional steps add to the workload and processing time. Work continues to further automate this process in order to serve the community in a more efficient manner going forward. The acceptance and processing of passports and passport photos have ceased since the Multnomah building has been closed to the public. Employee photo ID service continues to function on an appointment basis. The clerk functions of the Board of Property Tax Appeals program have been reimaged to an online format, but a need for in-office processing of certain appeals functions still exists. Teleworking will continue for a percentage of the team who will be responsible for answering incoming calls, chats, and emails. In person services will recommence when it is safe to do so with the understanding that our services may look different going forward, but will continue to focus on providing equitable, excellent service.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of counter transactions | 41,576 | 57,500 | 13,000 | 50,000 |
| Outcome | Average number of transactions per cashier | 4,495 | 6,230 | 1,405 | 5,405 |
| Output | Number of phone calls, emails, and chats received and answered | 74,057 | 79,000 | 104,000 | 70,000 |
| Outcome | Average number of phone calls, emails, and chats per operator | 7,406 | 8,500 | 11,243 | 7,567 |

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. The FY21 estimate for counter transactions is well under the planned number due to the building being closed for the majority of the fiscal year. The FY22 number for counter transactions presumes that the building will be open to the public for much of the fiscal year.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,098,201 | \$0 | \$1,219,277 | \$0 |
| Contractual Services | \$2,650 | \$0 | \$2,650 | \$0 |
| Materials & Supplies | \$20,875 | \$0 | \$19,875 | \$0 |
| Internal Services | \$368,545 | \$0 | \$354,684 | \$0 |
| Total GF/non-GF | \$1,490,271 | \$0 | \$1,596,486 | \$0 |
| Program Total: | \$1,490,271 | | \$1,596,486 | |
| Program FTE | 11.00 | 0.00 | 11.45 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------------|------------|------------------|------------|
| Intergovernmental | \$235,937 | \$0 | \$274,580 | \$0 |
| Total Revenue | \$235,937 | \$0 | \$274,580 | \$0 |

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 \$3,004,161, with \$274,580 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 2019: 72024-19 DART Customer Service

An increase of .45 FTE is due to reallocation and realignment of staffing between DART Customer Service Program (72024) and DART County Clerk Functions (72025A).

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 2020, 157,576 documents were recorded, 5,889 Marriage Licenses were processed, 167 Domestic Partnership Registrations were issued and 6,549 Passport Applications were accepted. For FY20, 546 BoPTA appeals were processed. 3,880 passport photos were taken. All areas within the County Clerk Functions program provide direct customer service through the organization's soft phone system, at the public counter, through mail, by email, and via online chat. The Recording staff received over 37,000 recordings via mail and assisted 500 customers at the counter. 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 74% of recording transactions are completed electronically.

Due to COVID-19, the majority of the team telework and will continue so going forward at a level that ensures all services are provided in a timely and equitable manner. The Digital Research Room is currently closed, but is equipped to open to the public on an appointment only basis with limited capacity once the pandemic situation improves. Work continues with our software vendor to make this functionality available online with the hope of having this functional within FY22. An office presence is essential for duties that cannot be accomplished remotely. Since in person service is currently closed, a process had to be created for processing marriage licenses and domestic partnerships in order to accommodate this service. The new process achieves our goal, but additional steps add to the workload and processing time. Work continues to further automate this process in order to serve the community in a more efficient manner going forward. The acceptance and processing of passports and passport photos have ceased since the Multnomah building has been closed to the public. Employee photo ID service continues to function on an appointment basis. The clerk functions of the Board of Property Tax Appeals program have been reimaged to an online format, but a need for in-office processing of certain appeals functions still exists. Teleworking will continue for a percentage of the team who will be responsible for answering incoming calls, chats, and emails. In person services will recommence when it is safe to do so with the understanding that our services may look different going forward, but will continue to focus on providing equitable, excellent service.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of marriage licenses issued | 5,889 | 7,500 | 5,000 | 5,500 |
| Outcome | % of accurately processed licenses | 95% | 95% | 95% | 95% |
| Output | Number of documents recorded | 157,576 | 160,000 | 160,000 | 155,000 |
| Outcome | Average number of business days to return original recorded documents | 2 | 2 | 2 | 2 |

Performance Measures Descriptions

The "% of Accurately Processed Licenses" is a measure to track 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,226,497 | \$0 | \$1,144,183 | \$0 |
| Contractual Services | \$61,179 | \$0 | \$92,339 | \$0 |
| Materials & Supplies | \$99,287 | \$0 | \$98,135 | \$0 |
| Internal Services | \$249,429 | \$0 | \$264,819 | \$0 |
| Total GF/non-GF | \$1,636,392 | \$0 | \$1,599,476 | \$0 |
| Program Total: | \$1,636,392 | | \$1,599,476 | |
| Program FTE | 11.90 | 0.00 | 10.65 | 0.00 |

| Program Revenues | | | | |
|-------------------------|--------------------|------------|--------------------|------------|
| Fees, Permits & Charges | \$4,981,985 | \$0 | \$5,765,025 | \$0 |
| Intergovernmental | \$28,429 | \$0 | \$20,428 | \$0 |
| Other / Miscellaneous | \$195,000 | \$0 | \$230,000 | \$0 |
| Total Revenue | \$5,205,414 | \$0 | \$6,015,453 | \$0 |

Explanation of Revenues

A \$60 fee is collected for each marriage license, State and County Domestic Partnership (DP) registration: \$25 to the County General Fund, \$25 to State Domestic Violence fund (for licenses and State DP), \$25 to County Community and Family Services for domestic violence victims (for County DP), and \$10 to Court Conciliation Services. Estimated fees of \$228,825 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. Passport acceptance fees \$140,000, Passport photo fees \$30,000; Document Recording fees \$5,200,000. Recording copy fees \$230,000. County Clerk Fund Fees pursuant to ORS 205.320(2) \$150,000. Fees for filing a Board of Property Tax (BoPTA) Appeal \$16,200. BoPTA is allocated \$20,428 of the \$3,004,161 County Assessment Function Funding Assistance (CAFFA) Grant.

Significant Program Changes

Last Year this program was: FY 2021: 72025A DART County Clerk Functions

A decrease of .45 FTE is due to reallocation and realignment of staffing between DART Customer Service Program (72024) and DART County Clerk Functions (72025A).

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 2022 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 2022 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.

Due to COVID-19, the majority of the team telework and will continue so going forward at a level that ensures all services are provided in a timely and equitable manner. The Digital Research Room is currently closed, but is equipped to open to the public on an appointment only basis with limited capacity once the pandemic situation improves. Work continues with our software vendor to make this functionality available online with the hope of having this functional within FY22.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of digital records converted and uploaded to the Digital Research Room (in millions) | .3 | 1.5 | .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 | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$48,410 | \$0 | \$141,100 | \$0 |
| Total GF/non-GF | \$48,410 | \$0 | \$141,100 | \$0 |
| Program Total: | \$48,410 | | \$141,100 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|-----------------|------------|------------------|------------|
| Beginning Working Capital | \$48,410 | \$0 | \$141,100 | \$0 |
| Total Revenue | \$48,410 | \$0 | \$141,100 | \$0 |

Explanation of Revenues

The carryover revenue in this Program, in the amount of \$141,100, 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 2021: 72025B 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 Ownership & Parcel Management Program, within the Division of Assessment, Recording, and Taxation (DART) is responsible for making real property ownership changes, adding sale information to the tax roll, and maintaining property information and property tax roll descriptions. Through 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 provide 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. 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. The Program teams interface with the public through the organization's soft phone system, at the public counter, through mail, and by email. The Ownership team also maintains a Digital Research Room for the public to access records through a database.

COVID-19-related impacts:

Due to COVID-19, the majority of the team telework and will continue so going forward at a level that ensures all services are provided in a timely and equitable manner. The Digital Research Room is currently closed, but is equipped to open to the public on an appointment only basis with limited capacity once the pandemic situation improves. Currently, a limited office presence is needed in order to process mail, fulfill appointment times for the public, and do other duties that cannot be performed out of the office.

The Recording and Ownership unit have had a significant increase in the number of ownership transfers that need to be processed and are due to the low interest rate. This increase has had a significant impact on the workload. Over the next year, the hope is that this number will stabilize.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of ownership changes processed | 25,280 | 30,000 | 29,000 | 29,000 |
| Outcome | Average number of days to complete ownership changes | 13 | 5 | 5 | 5 |

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 92-93,100,198-199,205,222,306-308,457,477-478. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$729,481 | \$0 | \$889,748 | \$0 |
| Contractual Services | \$300 | \$0 | \$300 | \$0 |
| Materials & Supplies | \$1,500 | \$0 | \$1,150 | \$0 |
| Internal Services | \$118,917 | \$0 | \$126,366 | \$0 |
| Total GF/non-GF | \$850,198 | \$0 | \$1,017,564 | \$0 |
| Program Total: | \$850,198 | | \$1,017,564 | |
| Program FTE | 7.20 | 0.00 | 8.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------------|------------|------------------|------------|
| Intergovernmental | \$169,992 | \$0 | \$172,739 | \$0 |
| Total Revenue | \$169,992 | \$0 | \$172,739 | \$0 |

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 \$3,004,161. Allocated \$172,739 to DART Ownership & Parcel Management program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2021: 72026 DART 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 billing, 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's goal is to ensure the timely, equitable, and accurate billing, collection, accounting, and distribution of property tax revenues in accordance with Oregon Revised Statutes. The Tax Revenue Management Program provides responsive, accurate, quality customer service to taxpayers and other government agencies while complying with property tax laws. The program sends property tax statements; collects current and delinquent real and personal property taxes and 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 issued and almost 400,000 payment and accounting transactions are processed annually, resulting in the distribution of roughly \$2billion. Most directly this program works with the property owners of Multnomah County. Indirectly, this program serves the work of property tax collection and distribution. Property taxes account for more than 60% of the County's General Fund revenues. The program has recently taken steps to better serve non-English speaking property owners by translating the Property Tax Guide into multiple languages. We also have translation services for in-person and phone interactions. We have taken additional steps to make our information and communication more accessible through the use of plain language, reducing the use of jargon and legal terms. While we have considerable constraints based on Oregon Revised Statutes, we utilize client feedback and unmet needs to inform changes to our processes, communication, and interfaces. We have taken many steps to implement changes based on this feedback. One example of this is the utilization of taxpayer feedback as part of the procurement, design, and implementation of our new payment processing system.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Property Tax Statements Issued/Mailed | 334,091 | 340,000 | 350,000 | 350,000 |
| Outcome | Percentage of Current Year Property Taxes Collected | 98.47% | 98.5% | 98.5% | 98.5% |
| Outcome | Tax Collected Via Electronic Payment (in millions of dollars) | 164.9 | 155.0 | 270.0 | 255.0 |

Performance Measures Descriptions

Due to the pandemic and concerns about the postal system, as well as our new online payment system and our marketing efforts, we saw a dramatic increase in the number of taxpayers paying online. While we will continue our outreach efforts to increase the number of taxpayers paying online, but we expect there may be some retraction in this number in FY22.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,507,013 | \$0 | \$1,601,417 | \$0 |
| Contractual Services | \$191,790 | \$0 | \$186,595 | \$0 |
| Materials & Supplies | \$26,189 | \$0 | \$28,660 | \$0 |
| Internal Services | \$479,605 | \$0 | \$474,238 | \$0 |
| Total GF/non-GF | \$2,204,597 | \$0 | \$2,290,910 | \$0 |
| Program Total: | \$2,204,597 | | \$2,290,910 | |
| Program FTE | 13.40 | 0.00 | 13.40 | 0.00 |

| Program Revenues | | | | |
|-------------------------|------------------|------------|------------------|------------|
| Fees, Permits & Charges | \$393,000 | \$0 | \$460,000 | \$0 |
| Intergovernmental | \$316,243 | \$0 | \$321,145 | \$0 |
| Other / Miscellaneous | \$5,500 | \$0 | \$5,500 | \$0 |
| Total Revenue | \$714,743 | \$0 | \$786,645 | \$0 |

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 \$3,004,161, with \$321,145 allocated to DART Tax Revenue Management Program. Program revenues of \$465,500 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. The remaining Program support is provided by County General Fund revenue.

Significant Program Changes

Last Year this program was: FY 2021: 72027 DART Tax Revenue Management

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; designs, develops, and deploys GIS applications, tools, and resources; and provides direct customer service to internal and external business partners and the public.

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 designs, develops, and deploys GIS applications, tools, and resources for DART teams access to geospatial data representations to increase work efficiency and accuracy. This program also contributes GIS 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 internal and external business partners, including property owners, taxpayers, and the community.

Using the equity lens, we have adjusted the way we offer services to benefit the community we serve in addition to our staff. As a result of COVID, we have transitioned to more flexible, technological, customer focused solutions that provide for safe, effective remote contact. This is providing the same, if not better, customer service while balancing the work-life balance and safety of staff and the community.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of New Tax Roll Accounts Created | 1001 | 1225 | 950 | 1045 |
| Outcome | Number of GIS Mapping Edits per FTE | 5671 | 6615 | 5125 | 5625 |
| Output | Number of GIS Mapping Edits | 22685 | 26500 | 20500 | 22550 |

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$655,431 | \$0 | \$688,945 | \$0 |
| Contractual Services | \$300 | \$0 | \$300 | \$0 |
| Materials & Supplies | \$14,920 | \$0 | \$12,524 | \$0 |
| Internal Services | \$100,921 | \$0 | \$119,734 | \$0 |
| Total GF/non-GF | \$771,572 | \$0 | \$821,503 | \$0 |
| Program Total: | \$771,572 | | \$821,503 | |
| Program FTE | 5.25 | 0.00 | 5.25 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------------|------------|------------------|------------|
| Intergovernmental | \$124,977 | \$0 | \$126,574 | \$0 |
| Total Revenue | \$124,977 | \$0 | \$126,574 | \$0 |

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 \$3,004,161, with \$125,574 allocated to DART GIS Cartography Program. \$1,000 in revenue pursuant to IGA with the 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 2021: 72028 DART GIS/Cartography

With the County's COVID-19 response, teleworking has dramatically increased the time necessary to update and maintain the statutorily required tax maps. With the variability with home internet service providers, VPN server connections, and overall regional demand upon critical infrastructures, we have adjusted team and individual priorities and goals to continue to thrive and be successful in the upcoming year.

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 (APA) 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 APA Unit adjusts Real Market Values of all property in the County and publishes the annual Sales Ratio Study that evaluates and reports on 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. The Orion CAMA system also requires an increased responsibility of reporting and data extraction/analysis. This is performed by the Development Analyst position which follows the standard software development lifecycle. (Any additional details needed here or is this additional detail unnecessary?)

Using the equity lens, we have adjusted the way we offer services to benefit the community we serve in addition to our staff. As a result of COVID, we have transitioned to more flexible, technological, customer focused solutions that provide for safe, effective remote contact. This is providing the same, if not better, customer service while balancing the work-life balance and safety of staff and the community.

| Performance Measures | | | | | |
|----------------------|---|-------------|---------------|---------------|------------|
| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
| Output | Number of Projects Maintained - Includes mandated Ratio Study | 52 | 19 | 52 | 52 |
| Outcome | Number of Appraisal Neighborhoods in Statutory Compliance (ORS 308.232) | 100% | 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 - Ratio Study.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$487,300 | \$0 | \$515,846 | \$0 |
| Contractual Services | \$600 | \$0 | \$600 | \$0 |
| Materials & Supplies | \$15,679 | \$0 | \$15,739 | \$0 |
| Internal Services | \$46,115 | \$0 | \$48,529 | \$0 |
| Total GF/non-GF | \$549,694 | \$0 | \$580,714 | \$0 |
| Program Total: | \$549,694 | | \$580,714 | |
| Program FTE | 3.25 | 0.00 | 3.25 | 0.00 |

| Program Revenues | | | | |
|----------------------|-----------------|------------|-----------------|------------|
| Intergovernmental | \$76,789 | \$0 | \$77,808 | \$0 |
| Total Revenue | \$76,789 | \$0 | \$77,808 | \$0 |

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 \$3,004,161, with \$77,808 allocated to DART Assessment Performance Management Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2021: 72029 DART Assessment Performance Analysis

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 6,500 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. In previous years, approximately 500 field inspections were performed annually as part of SPG's compliance activities. Due to COVID-19, in 2020 no field inspections were completed in order to ensure the safety of our community and team. We have transitioned to more flexible, technological, customer focused solutions that provide for safe, effective remote contact.

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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Exempt Accounts Reviewed and Processed for the Current Tax Roll | 6,822 | 7,000 | 7,500 | 7,000 |
| Outcome | Total Exempt Accounts Monitored | 33,640 | 34,500 | 33,000 | 33,500 |
| Output | Total Number of Accounts Processed for Prior Tax Roll (roll corrections) | 2,614 | 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

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation staffing. Current DART staffing is minimally adequate to perform statutory functions.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$883,446 | \$0 | \$922,938 | \$0 |
| Contractual Services | \$1,800 | \$0 | \$1,800 | \$0 |
| Materials & Supplies | \$13,213 | \$0 | \$11,147 | \$0 |
| Internal Services | \$120,337 | \$0 | \$115,525 | \$0 |
| Total GF/non-GF | \$1,018,796 | \$0 | \$1,051,410 | \$0 |
| Program Total: | \$1,018,796 | | \$1,051,410 | |
| Program FTE | 7.25 | 0.00 | 7.25 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------------|------------|------------------|------------|
| Intergovernmental | \$171,163 | \$0 | \$173,941 | \$0 |
| Total Revenue | \$171,163 | \$0 | \$173,941 | \$0 |

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 \$3,004,161, with \$173,941 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 2021: 72030 DART Property Assessment Special Programs

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 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

The Personal Property Assessment Program's goal is to ensure proper filing amongst all businesses within the county, to create assessment records for new taxable business Personal Property accounts, and to maintain the Real Market Value and Maximum Assessed Value of all taxable business Personal Property accounts.

Oregon Revised Statutes require annual filings of the Confidential Personal Property Return form from businesses in the county for property tax purposes. The Personal Property Assessment Program reviews those returns (approximately 22,000 businesses annually) for accuracy & completeness and applies appropriate depreciation factors to each business asset on each return. Technicians in this program also conduct research and discovery of businesses and assets omitted from the assessment roll. Appraisals are performed to defend values under appeal. Technicians in this program also conduct account maintenance including ownership information, address information, and more. This program also conducts significant outreach, communication, and education efforts to help taxpayers understand their obligations and to assure the assessment records are accurate.

Under the Measure 50 tax limitation measure, there is no assumption of a 3% increase in personal property taxable value; instead, each business is required to annually report existing taxable property. Failure to monitor this process will result in the 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.

Most directly this program works with the business representatives of Multnomah County. Indirectly, this program serves the work of property tax assessment. Property taxes account for more than 60% of the County's General Fund revenues. The program has recently taken steps to better serve non-English speaking business representatives, by translating informational documents into multiple languages.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of Accounts Processed, Coded and Valued | 15,256 | 16,000 | 15,250 | 15,000 |
| Outcome | Assessed Value in Millions of Personal Property Value Placed on the Tax Roll | \$2,669 | \$2,600 | \$2,600 | \$2,550 |
| Efficiency | Percentage of Accounts Filing Electronically | 16.4% | 10% | 16.4% | 17% |

Performance Measures Descriptions

Due to the unknown impacts of COVID-19 on the business community, we are assuming that some measures may be impacted.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$899,073 | \$0 | \$924,521 | \$0 |
| Contractual Services | \$12,115 | \$0 | \$12,115 | \$0 |
| Materials & Supplies | \$4,299 | \$0 | \$4,296 | \$0 |
| Internal Services | \$243,992 | \$0 | \$224,970 | \$0 |
| Total GF/non-GF | \$1,159,479 | \$0 | \$1,165,902 | \$0 |
| Program Total: | \$1,159,479 | | \$1,165,902 | |
| Program FTE | 7.00 | 0.00 | 7.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------------|------------|------------------|------------|
| Intergovernmental | \$165,009 | \$0 | \$167,933 | \$0 |
| Total Revenue | \$165,009 | \$0 | \$167,933 | \$0 |

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 \$3,004,161, with \$167,933 allocated to DART Personal Property Assessment Program. The remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2021: 72031 DART Personal Property Assessment

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 Industrial/Commercial/Multi-family (INCOM) 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 22,721 commercial, warehouse and multifamily accounts; 856 County and State appraised manufacturing accounts; and 452 billboards. Manufacturers are required to file industrial property returns annually. This requires the annual audit and review of approximately 57,652 machinery, equipment and personal property assets as well as 444 bulk-petroleum storage tanks.

Maintaining accurate Real Market Values on all property directly affects taxing districts within the County. The program ensures that all Industrial, Commercial and Multi-family properties 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.

Using the equity lens we have adapted the way we provide access to our services for the benefit of the community members we serve and for staff. This is especially true during COVID. As a result we have modified our operations by offering more flexible solutions such as telephone consultations, virtual property inspections and digital photograph exchanges. We have also adapted our business practices to meet the needs of our staff members by providing accommodation and maximum flexibility to meet their individual work-life balance needs.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of Industrial Assets Valued | 59,157 | 50,000 | 55,000 | 55,000 |
| Outcome | New Exception Real Market Value in MILLIONS; | \$3,578 | \$2,500 | \$2,500 | \$2,500 |
| Efficiency | Percent of Accounts on Automated Recalculation) | 21% | 20% | 20% | 22% |
| Outcome | Percent Market Groupings with Coefficient Of Dispersion Compliance | 100% | 92% | 92% | 92% |

Performance Measures Descriptions

Performance is measured by the new value added to the roll, processing of real property returns, and annual audits of machinery, equipment and personal property assets. Additional performance efficiency is achieved by converting valuation methodologies to income models, and other automated calculation methods. These properties represent high-value accounts; loss on appeal can result in large tax refunds paid by taxing jurisdiction with interest.

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.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$3,064,231 | \$0 | \$3,153,284 | \$0 |
| Contractual Services | \$2,525 | \$0 | \$2,525 | \$0 |
| Materials & Supplies | \$126,250 | \$0 | \$119,298 | \$0 |
| Internal Services | \$338,438 | \$0 | \$364,792 | \$0 |
| Total GF/non-GF | \$3,531,444 | \$0 | \$3,639,899 | \$0 |
| Program Total: | \$3,531,444 | | \$3,639,899 | |
| Program FTE | 22.50 | 0.00 | 22.50 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------------|------------|------------------|------------|
| Intergovernmental | \$531,077 | \$0 | \$539,547 | \$0 |
| Total Revenue | \$531,077 | \$0 | \$539,547 | \$0 |

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 \$3,004,161, with \$539,547 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 2021: 72033 DART Commercial & Industrial Property Appraisal

COVID has impacted our business process significantly with all valuation staff members working remotely. In accordance with public health guidelines and out of an abundance of caution, we have limited in person contact with taxpayers to exterior site visits only, and have modified our customer service model to provide virtual solutions for their questions. COVID has also hampered our ability to identify interior remodeling work and has made defending appealed values more challenging.

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 259,707 Real and Personal Property accounts including: Single and 2-4 family, Condominiums, Manufactured, Floating, Farm Forest, and small General Commercial Use properties. A total of 36,306 permits were generated for FY2020 requiring review and processing, largely issued by local jurisdictions.

Maintaining accurate Real Market Values on all property directly affects taxing districts within the County. This 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.

Using the equity lens we have adapted the way we provided services for the benefit of the community members we serve and for staff. This is especially true during COVID. As a result we have adapted our operations to meet the needs of the community by offering more flexible solutions such as telephone consultations, virtual inspections and digital photograph exchanges. We have also adapted our business practices to meet the needs of our staff members by providing accommodation and maximum flexibility to meet their individual work-life balance needs.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Accounts Appraised | 25,394 | 18,000 | 18,000 | 18,000 |
| Outcome | New Taxable Real Market Value Exception (in millions of dollars) | \$862 | \$800 | \$800 | \$800 |
| Outcome | % Neighborhood with COD Compliance | 100% | 98% | 100% | 100% |

Performance Measures Descriptions

Estimated reduction in Accounts Appraised is a byproduct of COVID and the inability to conduct property inspections. 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.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$4,742,358 | \$0 | \$4,902,657 | \$0 |
| Contractual Services | \$4,600 | \$0 | \$4,600 | \$0 |
| Materials & Supplies | \$128,780 | \$0 | \$117,064 | \$0 |
| Internal Services | \$585,176 | \$0 | \$605,965 | \$0 |
| Total GF/non-GF | \$5,460,914 | \$0 | \$5,630,286 | \$0 |
| Program Total: | \$5,460,914 | | \$5,630,286 | |
| Program FTE | 37.50 | 0.00 | 37.50 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------------|------------|------------------|------------|
| Intergovernmental | \$884,836 | \$0 | \$899,145 | \$0 |
| Total Revenue | \$884,836 | \$0 | \$899,145 | \$0 |

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 \$3,004,161. Allocated \$889,145 to DART Residential Appraisal Program. Remaining Program support is from General Fund Revenues.

Significant Program Changes

Last Year this program was: FY 2021: 72034 DART Residential Property Appraisal

COVID has impacted our business process significantly with all valuation staff members working remotely. In accordance with public health guidelines and out of an abundance of caution, we have limited in person contact with taxpayers to exterior site visits only, and have modified our customer service model to provide virtual solutions for their questions. COVID has also hampered our ability to identify interior remodeling work and has made defending appealed values more challenging.

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 designs, develops, and deploys technology solutions for the entire Division. App Support is also responsible for managing DART's application software and hardware through configuration, support and collaboration with external IT vendors and internal business partners. Furthermore, App Support performs the functions necessary to produce the certified annual tax roll, which includes calculating tax rates, 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 (App Support) Program designs, develops, and deploys technology solutions, through collaboration with IT business partners that create efficiencies, standardizations, improve data integrity, and generate sustainability across the entire division. App Support performs the functions of extending and certifying 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 IT business partners; including consulting on contract formulation, implementation, support, and project management. The Program answers user questions, resolves problems, and provides expert recommendations on the effective use of the Division's business application systems.

Using the equity lens, we have adjusted the way we offer services to benefit the community we serve in addition to our staff. As a result of COVID, we have transitioned to more flexible, technological, customer focused solutions that provide for safe, effective remote contact. This is providing the same, if not better, customer service while balancing the work-life balance and safety of staff and the community.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of requests and support activities | 3500 | 3600 | 3500 | 3500 |
| Outcome | % of Requests Associated with Program Revenue | 4% | 4% | 4% | 4% |
| Output | Tax Statements Generated En Masse | 333,374 | 335,000 | 350,000 | 350,000 |

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$913,600 | \$0 | \$936,022 | \$0 |
| Contractual Services | \$9,500 | \$0 | \$9,500 | \$0 |
| Materials & Supplies | \$411,633 | \$0 | \$424,263 | \$0 |
| Internal Services | \$301,468 | \$0 | \$354,851 | \$0 |
| Total GF/non-GF | \$1,636,201 | \$0 | \$1,724,636 | \$0 |
| Program Total: | \$1,636,201 | | \$1,724,636 | |
| Program FTE | 6.25 | 0.00 | 6.25 | 0.00 |

| Program Revenues | | | | |
|-----------------------|------------------|------------|------------------|------------|
| Intergovernmental | \$147,424 | \$0 | \$149,908 | \$0 |
| Other / Miscellaneous | \$40,000 | \$0 | \$40,000 | \$0 |
| Total Revenue | \$187,424 | \$0 | \$189,908 | \$0 |

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 \$3,004,161 with \$149,908 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 2021: 72037 DART Applications Support

There will be an implementation of an E-File product that will have an impact on the budget.

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 project management, maintenance supervision, portfolio strategy, and final disposition of the County's tax foreclosed property portfolio. The Program's highest priority is foreclosure avoidance prior to County ownership and occupant support throughout the process. Vulnerable populations and historically disadvantaged groups, especially during the challenges of Covid-19, are supported with appropriate resources using best practices. Less than 5% of the current portfolio (~210) properties have improvements or structures. Property dispositions are through public and private sales, government transfers and donations to non-profits.

Program Summary

The County comes into ownership of real property generally once a year (September/October) through the foreclosure of delinquent property tax liens. The tax foreclosed properties are deeded by the Tax Collector to the County as the responsibility of the Tax Title Program and are managed and disposed of pursuant to Multnomah County Code, Chapter 7 as part of the larger portfolio project management. Shortly after the properties are deeded to the County they may become available for repurchase by qualified former owners of record. In FY 2021, special consideration was given for repurchase by former owners due to the health, safety, housing, and economic conditions brought about by the COVID-19 pandemic. The same consideration will continue into FY 2022. 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 assesses 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Properties remaining in Tax Title Inventory | 218 | 205 | 208 | 205 |
| Outcome | Properties placed back on the tax roll & into community use | 5 | 20 | 24 | 10 |
| Outcome | Revenue credited to General Fund, Sub-Fund | \$0 | \$100,000 | \$550,000 | \$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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$221,529 | \$0 | \$230,111 | \$0 |
| Contractual Services | \$257,400 | \$0 | \$399,400 | \$0 |
| Materials & Supplies | \$14,665 | \$0 | \$13,078 | \$0 |
| Internal Services | \$114,350 | \$0 | \$107,411 | \$0 |
| Total GF/non-GF | \$607,944 | \$0 | \$750,000 | \$0 |
| Program Total: | \$607,944 | | \$750,000 | |
| Program FTE | 1.60 | 0.00 | 1.60 | 0.00 |

| Program Revenues | | | | |
|-------------------------|------------------|------------|------------------|------------|
| Fees, Permits & Charges | \$100 | \$0 | \$0 | \$0 |
| Taxes | \$9,300 | \$0 | \$0 | \$0 |
| Other / Miscellaneous | \$598,108 | \$0 | \$750,000 | \$0 |
| Interest | \$1,600 | \$0 | \$0 | \$0 |
| Total Revenue | \$609,108 | \$0 | \$750,000 | \$0 |

Explanation of Revenues

The Program is financially self sustaining. Sales of Tax Foreclosed Properties (public sales, auctions, repurchases, and private sales) are estimated at approximately \$750,000 for FY 2022. 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. The FY 2022 revenue estimate reflects the likelihood of continued success in the program's foreclosure avoidance efforts and Covid-19 considerations. 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 2021: 72038 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of workers served in BOLI Pre-Apprenticeship Programs | NA | 15 | 0 | 15 |
| Outcome | Number of workers able to maintain employment due receiving direct support and retention services. | NA | 30 | 14 | 25 |
| Output | Number of COBID Certified firms receiving technical assistance, mentoring, and training. | N/A | 30 | 14 | 25 |

Performance Measures Descriptions

Due to COVID, pre-apprenticeship programs were largely shut down. We expect these to reopen in FY22. WE believe that direct support for both workers and COBID certified firms was depressed due to COVID.

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 | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$110,000 | \$0 | \$137,450 | \$0 |
| Total GF/non-GF | \$110,000 | \$0 | \$137,450 | \$0 |
| Program Total: | \$110,000 | | \$137,450 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|------------------|------------|------------------|------------|
| Other / Miscellaneous | \$110,000 | \$0 | \$65,000 | \$0 |
| Beginning Working Capital | \$0 | \$0 | \$72,450 | \$0 |
| Total Revenue | \$110,000 | \$0 | \$137,450 | \$0 |

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 2021: 72044 FRM Construction Diversity and Equity

Spending of CDEF funding has not been as aggressive as we had hoped due to COVID. Specifically, the pre apprentice training programs have had a difficult time conducting classes, and COBID certified business assistance applications have lagged.

Department: County Management **Program Contact:** Heather Drake
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Workday is 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; maintains, troubleshoots, and enhances Workday finance functionality; and provides learning support to finance staff to help the County use our 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 finance data model. 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, Finance Data Model, Financial Accounting, Grants Management, Inventory, Procurement, Projects, Project Assets, and Supplier Accounts (Accounts Payable).

The ERP Finance Support team performs the following key functions:

- (1) Analyze, design, build, test, and configure all changes made to the existing system, including features from mandatory, twice-yearly Workday system updates.
- (2) Maintain ERP’s foundational finance data model.
- (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 create transparency and stakeholder involvement in decision making about which configuration projects will best meet the County’s business needs.
- (6) Provide learning support to County finance users that creates a culture where people feel safe asking questions and trust they will receive quick and accurate assistance.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of customer tickets processed | 1,278 | 1,600 | 1,200 | 1,200 |
| Outcome | Percentage of features in mandatory, twice-yearly Workday updates analyzed and successfully configured | > 95% | > 95% | > 95% | > 95% |
| Output | Number of learning support sessions provided | 18 | 35 | 39 | 35 |
| Outcome | Percentage of finance user survey respondents satisfied with support provided | N/A | N/A | N/A | > 90% |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$792,883 | \$0 | \$830,199 | \$0 |
| Contractual Services | \$50,000 | \$0 | \$25,000 | \$0 |
| Materials & Supplies | \$39,713 | \$0 | \$39,713 | \$0 |
| Internal Services | \$58,550 | \$0 | \$70,609 | \$0 |
| Total GF/non-GF | \$941,146 | \$0 | \$965,521 | \$0 |
| Program Total: | \$941,146 | | \$965,521 | |
| Program FTE | 4.00 | 0.00 | 4.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2021: 72046A FRM Workday Support - Finance

Reduced professional services by \$25,000 in FY22. The need for system consulting was reduced as the new ERP system has been fully stabilized.

Department: County Management

Program Contact: Brian Smith

Program Offer Type: Existing Operating Program

Program Offer Stage: As Adopted

Related Programs: 72005

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 also includes data infrastructure to assist 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. The County Labor Compliance Program supports workers and contractors to ensure workers are getting paid correctly. In addition, the program supports construction project delivery by assembling and analyzing data to ensure contractors are delivering on the workforce equity objectives for the County’s capital projects.

This Labor Compliance Program 1) provides 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) ensures that workers on County projects understand their rights related to wage laws, 3) trains and oversees authorized community volunteers to support the County’s verification of certified payroll by interviewing workers at worksites regarding wages, benefits, and hours, and 4) manages and maintains software to enable robust monitoring and reporting on wages and benefits paid on County construction projects.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of volunteers certified by County | 20 | 20 | 20 | 20 |
| Outcome | Percent of County construction projects visited by certified volunteers | 7% | 90% | 10% | 75% |

Performance Measures Descriptions

Since the program implementation in 2019 the program has maintained a steady group of 20 trained site volunteers. However, due to the pandemic shutdown in March 2020, visits by volunteers to County construction sites were suspended. County Risk Management estimates the program could restart volunteer operations as early as May 2021.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$118,056 | \$0 | \$124,726 | \$0 |
| Materials & Supplies | \$45,723 | \$0 | \$45,723 | \$0 |
| Total GF/non-GF | \$163,779 | \$0 | \$170,449 | \$0 |
| Program Total: | \$163,779 | | \$170,449 | |
| Program FTE | 1.00 | 0.00 | 1.00 | 0.00 |

| Program Revenues | | | | |
|------------------|-----|-----|-----|-----|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

This program is funded through General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2021: 72005C FRM Labor Compliance

Department: County Management **Program Contact:** Brian Smith
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 10018
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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Track the number of contractors with registered equipment | N/A | 20 | 0 | 20 |
| Outcome | Reduction in PM from construction projects | N/A | 10% | 0 | 10% |
| Output | Number of pieces of equipment registered | N/A | 100 | 0 | 100 |

Performance Measures Descriptions

The program implementation was delayed by one year because of the economic impacts of the COVID-19 crisis. The first round of diesel engine-restrictions are now set to take effect on January 1, 2022. In addition the registration software that will be used to implement and track the program has been procured by the City of Portland, but not yet implemented.

Legal / Contractual Obligation

Multnomah County entered 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 | 2021 | 2021 | 2022 | 2022 |
| Contractual Services | \$53,000 | \$0 | \$52,000 | \$0 |
| Total GF/non-GF | \$53,000 | \$0 | \$52,000 | \$0 |
| Program Total: | \$53,000 | | \$52,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|-------------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Program is supported by General Fund

Significant Program Changes

Last Year this program was: FY 2021: 72005D FRM Clean Air Construction Standards

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:** Anna Plumb
Program Offer Type: Support **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The DCM/NOND Human Resources (HR) Team provides the full range of Human Resources (HR) services for the approximately 550 employees of the Department of County Management (DCM) and all non-departmental agencies, including elected officials, the Office of Diversity and Equity, and Joint Office of Homeless Services. The DCM/NOND HR team supports all employees through the full employee lifecycle, with a focus on workforce equity and ensuring employees experience Safety, Trust, and Belonging in keeping with County values.

Program Summary

The DCM/NOND Human Resources (HR) Team provides the full range of Human Resources (HR) services for the approximately 450 employees of the Department of County Management (DCM) and all non-departmental agencies, including elected officials and the Joint Office of Homeless Services (NOND). The DCM/NOND HR team supports all 550 employees through the full employee lifecycle, with a focus on workforce equity and ensuring employees experience safety, trust, and belonging at work.

The HR team combines strategic planning with professional HR advice and support, serving as a strategic business partner and resource for managers and employees. Areas of support include development and implementation of staffing plans, including creating position descriptions; recruitment and retention; onboarding new employees; performance management for both represented and exempt employees; advice and coaching for employees and managers; HR information systems data entry, complex records management and compliance; timekeeping and e-timesheet training; and review and compliance and interpretation of Collective Bargaining Agreements and County Personnel Rules.

All aspects of Human Resources are directly linked to workforce equity and to employee’s experiences of safety, trust, and belonging. The DCM/NOND HR team focuses on equitable and inclusive practices and policies for all elements of our work. Many of the goals in the Workforce Equity Strategic Plan (WESP) are directly tied to Human Resources actions or programs, and our team’s support and work will be fundamental to meeting the organization’s commitments under the WESP during FY 2022.

In FY 2022 the DCM/NOND HR Team will

- Provide focused supported to the county’s non-departmental agencies and Department of County Management
- Support the departments’ meeting of all WESP milestones
- Support the HR needs of Joint Office of Homeless Services’ program expansion under the recent supportive housing bond

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Percent of recruitments that are successful* | N/A | N/A | 90% | 90% |
| Outcome | Number of employees provided full range of HR Services | N/A | N/A | 548.75 | 500 |
| Outcome | Percent of DCM and NOND employees saying they would recommend working at the county to a friend. | N/A | N/A | 89 | 90 |

Performance Measures Descriptions

A successful recruitment is a recruitment that ends in a hire. Measure 3 is based on the Countywide Employee Survey, which is issued to all county employees every two years. We anticipate a drop in employees in FY 2022 if county-operated shelters are closed due to end of the COVID-19 pandemic.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$936,139 | \$0 |
| Contractual Services | \$0 | \$0 | \$5,167 | \$0 |
| Materials & Supplies | \$0 | \$0 | \$18,695 | \$0 |
| Internal Services | \$0 | \$0 | \$84,542 | \$0 |
| Total GF/non-GF | \$0 | \$0 | \$1,044,543 | \$0 |
| Program Total: | \$0 | | \$1,044,543 | |
| Program FTE | 0.00 | 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 2021: 78103 Administrative Hub Human Resources

Last year this program was: 78103 - Department of County Assets Administrative Hub Human Resources. In FY 2021 the Department of County Assets Human Resources Hub was restructured, including the creation of the DCM/NOND HR Team reflected in this program offer. The DCM/NOND HR team was created to provide more focused support to areas of growing need within Non-D and DCM in response to the growing diversity and complexity of Non-Departmental offices, including enhanced services and more strategic alignment with the Departments and County-wide initiatives.

Department: County Management **Program Contact:** Travis Graves
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Central HR Classification & Compensation (Class Comp) provides pay and classification structures necessary for the County to offer competitive pay and appealing career paths. Class Comp provides the pay and job profile 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 data in support of all unions and management job profiles for the most accurate indicator of prevailing wages and salaries for comparable jobs.

Program Summary

Class Comp aligns practices with County organizational values of safety, trust, and belonging by acting as a neutral function, following procedures established by county code, personnel rules, and collective bargaining agreements to review requests from a centralized perspective. Giving employees the opportunity to have their position reviewed in the reclassification process helps to ensure equity among how positions are classified and compensated.

Class Comp impacts a large percentage of the total County workforce by ensuring positions are allocated at the appropriate level, job profiles are written accurately, and that compensation within our job profile structure is competitive with the public sector market. These efforts ensure equitable work assignments and compensation, which ultimately result in processes that are consistent with the Oregon Equal Pay Act.

Program outcomes are measured for Class Comp based on the number of positions impacted by classification and/or compensation studies, new positions classified, and positions reclassified. Reclassifications and studies directly impact our current workforce and new positions allow for the County to hire staff needed to deliver more effective and new services to the public.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | # of positions reviewed as a result of class/comp studies. | 943 | 569 | 800 | 500 |
| Outcome | Percent of total positions reclassified, revised, updated. | 28.4% | 18.5% | 25.2% | 17.3% |
| Output | # of positions reviewed as a result of individual requests. | 510 | 375 | 500 | 400 |

Performance Measures Descriptions

Output/Outcome 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$488,001 | \$0 | \$524,255 | \$0 |
| Contractual Services | \$5,000 | \$0 | \$5,000 | \$0 |
| Materials & Supplies | \$14,100 | \$0 | \$14,100 | \$0 |
| Internal Services | \$11,378 | \$0 | \$9,803 | \$0 |
| Total GF/non-GF | \$518,479 | \$0 | \$553,158 | \$0 |
| Program Total: | \$518,479 | | \$553,158 | |
| Program FTE | 3.00 | 0.00 | 3.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

This program is supported by General Fund revenues

Significant Program Changes

Last Year this program was: FY 2021: 72017A Central HR Services

Class Comp and Organizational Learning were previously combined in one program offer, despite being two unique and distinct work units in Central HR. In order to better describe the differences in the work, the two existing programs have been separated. No budgetary changes were made.

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 is responsible for maintaining federal grant compliance with American Rescue Plan (ARP) Act laws and regulations. The dedicated position will track County ARP spend, usage of funding, complete all federal required reporting, support general compliance to laws and regulations, support County departments with ARP fund usage, and support enhanced external audit activities as it relates to COVID-19 relief funding.

Program Summary

As a result of the COVID-19 pandemic the federal government has enacted three separate relief bills that have provided local governments with direct financial support in addition to many other priorities (e.g. CARES Act, COVID Relief, & ARP). The federal relief has been aimed to support local governments in responding to the pandemic (e.g. testing, contact tracing, vaccination, rent assistance, food assistance, COVID-19 supplies, efforts to comply with CDC safety requirements, etc.). The new funding comes with various federal spending, reporting, and compliance requirements which requires strong and effective oversight. All federal funding received (direct or pass thru) is subject to OMB (The Office of Management and Budget) Super Circular requirements.

ARP will support urgent COVID-19 response efforts to continue to decrease spread of the COVID virus, support immediate economic stabilization for households and businesses, and address systemic public health and economic challenges that have contributed to the unequal impact of the pandemic on certain populations.

This program will provide for a limited duration position (Senior Finance Specialist) to track all County ARP relief funding, maintain oversight on usage/spend, complete required federal reporting, provide guidance/education to applicable department staff, support efforts on an enhanced Single Audit process, and support overall County compliance efforts.

- Comply with ARP Interim Rules and FAQ
- Complete monthly and quarterly reporting for ARP
- Monitor spend for allowability
- Provide ARP federal compliance training
- Support external audit processes for ARP (e.g. Single Audit)
- Support subrecipient monitoring efforts

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of Single Audit deficiency comments from external auditor | N/A | N/A | 0 | 0 |
| Outcome | | | | | |

Performance Measures Descriptions

External auditors express their opinion on the County's Single Audit Report (Audit of Federal Expenditures). "0" means the auditors identified no deficiencies or weaknesses in internal controls.

Legal / Contractual Obligation

American Rescue Plan (ARP) Act Rules

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.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$0 | \$160,000 |
| Total GF/non-GF | \$0 | \$0 | \$0 | \$160,000 |
| Program Total: | \$0 | | \$160,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------------|
| Intergovernmental | \$0 | \$0 | \$0 | \$160,000 |
| Total Revenue | \$0 | \$0 | \$0 | \$160,000 |

Explanation of Revenues

American Rescue Plan (ARP) Act Direct County Funding - \$160,000

Significant Program Changes

Last Year this program was:

This new program aligns with priority area 5 - Critical County Infrastructure - Maintaining federal compliance, transparency, and accountability to the residents of Multnomah County is a top priority.

Department: County Management

Program Contact: Shelly Kent

Program Offer Type: Innovative/New Program

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Future of Work Coordinator to provide leadership and project management for countywide planning for return to onsite work transition, as well as rules and processes that support a telework staffing environment.

Program Summary

Program funds a Future of Work Coordinator (HR Manager 1, limited duration) to serve as a project manager for countywide planning for return to onsite work transition, as well as development of rules and processes that support a telework staffing environment.

County leadership and key stakeholders developed high level guiding principles to serve as a foundation to help shape the Future of Work at Multnomah County, including a shared commitment to prioritizing community and customer needs, establishing effective remote and onsite strategies that match our services, employees and workgroup needs; and advancing equitable practices that ensure all employees, whether working remotely or onsite, are supported with opportunities to grow and thrive.

Program activities include bringing stakeholders together to develop plans and reach agreements, assisting with supervisor and employee communications, updating policy and process documents as needed, collaborating with Human Resources and Labor Relations managers on staffing and strategies to bring employees back onsite, supporting employee and supervisor training efforts, and serving as a liaison between Central Human Resources, Facilities and Risk Management on safety workspaces.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of employees impacted by the decisions made from the future of work committees | N/A | N/A | N/A | 3,600 |
| Outcome | Percentage of department managers who have the resources and tools needed to make informed decisions | N/A | N/A | N/A | 100% |

Performance Measures Descriptions

Output and Outcome: The work of this position will impact the majority of employees either through ensuring that safety protocols are in place for employees returning to work onsite and/or through employees having some form of telework schedule. The work of this position will help decisions to be made consistently across the county.

Legal / Contractual Obligation

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Health Insurance Portability & Accountability Act and other employment related issues including twelve labor agreements.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$0 | \$191,604 |
| Materials & Supplies | \$0 | \$0 | \$0 | \$8,396 |
| Total GF/non-GF | \$0 | \$0 | \$0 | \$200,000 |
| Program Total: | \$0 | | \$200,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------------|
| Intergovernmental | \$0 | \$0 | \$0 | \$200,000 |
| Total Revenue | \$0 | \$0 | \$0 | \$200,000 |

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$200,000

Significant Program Changes

Last Year this program was:

This is a new program under priority area 5 - Critical County Infrastructure. The position is an investment in the county's leadership team to support employees returning to work onsite safely and to develop rules and processes for telework schedules.

Department: County Management

Program Contact: Shelly Kent

Program Offer Type: Innovative/New 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. This program provides funding for expansion of Labor Relations services and support.

Program Summary

Program funds a Labor Relations Human Resources Manager 2 position (limited duration) to support the expansion of existing services, provide general Labor Relations support; and create additional capacity needed to bargain contracts which were rolled over due to COVID-19.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of Labor Disputes | N/A | N/A | N/A | 133 |
| Outcome | Percentage of labor disputes settled collaboratively | N/A | N/A | N/A | 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.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$0 | \$218,531 |
| Materials & Supplies | \$0 | \$0 | \$0 | \$8,069 |
| Total GF/non-GF | \$0 | \$0 | \$0 | \$226,600 |
| Program Total: | \$0 | | \$226,600 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------------|
| Intergovernmental | \$0 | \$0 | \$0 | \$226,600 |
| Total Revenue | \$0 | \$0 | \$0 | \$226,600 |

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$226,600

Significant Program Changes

Last Year this program was:

This is a new program under priority area 5 - Critical County Infrastructure. The position is to assist Central Human Resources with addressing current and anticipated labor relations issues, which have countywide impacts.

Department: County Management

Program Contact: Shelly Kent

Program Offer Type: Innovative/New Program

Program Offer Stage: As Adopted

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

Executive Summary

The County is voluntarily extending the Families First Coronavirus Response Act (FFCRA) to provide employees with Emergency Paid Sick Leave (EPSL) and Emergency Family Medical Leave (E-FMLA). FFCRA is a federal statute that provides employees with additional paid sick leave, and expanded basis of eligibility for family and medical leave, for specified reasons related to COVID-19, and the option of partial compensation instead of using one's accrued paid leaves.

Program Summary

Effective May 1, 2021 through September 30, 2021, the Central HR Employee Benefits Office administers FFCRA by giving employees, for qualifying conditions, up to 80 hours of EPSL and 12 weeks of E-FMLA. Under E-FMLA, employees can elect to use their leave accruals for 100% pay or they can receive two-thirds of their pay (capped at \$200 a day) using an E-FMLA leave bank.

The intent of FFCRA is to support (1) employees who are under quarantine due to COVID-19 or caring for an individual who is under a quarantine, (2) employees who are experiencing COVID-19 like symptoms and seeking a medical diagnosis, (3) employee who are seeking or awaiting the results of a COVID-19 diagnosis or test if the employee has been exposed to COVID-19, (4) time for employees to obtain a COVID-19 vaccine, (5) employees who are recovering from any illness or condition related to the COVID-19 vaccine, and (6) employees who need to care for a child if their place of care has been closed due to COVID-19 and the employee is unable to telework.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of employees who will apply for FFCRA leave | N/A | N/A | N/A | 1,600 |
| Outcome | Percentage of employees who apply for FFCRA leave and receive eligible benefits | N/A | N/A | N/A | 100% |

Performance Measures Descriptions

Output: Measures the number of employees who will apply for FFCRA leave.

Outcome: Measures the percentage of employees who apply for FFCRA leave and receive eligible benefits.

Legal / Contractual Obligation

This program is being offered under the Families First Coronavirus Response Act (FFCRA), which is a federal statute.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$0 | \$1,250,000 |
| Total GF/non-GF | \$0 | \$0 | \$0 | \$1,250,000 |
| Program Total: | \$0 | | \$1,250,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|--------------------|
| Intergovernmental | \$0 | \$0 | \$0 | \$1,250,000 |
| Total Revenue | \$0 | \$0 | \$0 | \$1,250,000 |

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$1,250,000

Significant Program Changes

Last Year this program was:

This is a new program under priority area 5 - Critical County Infrastructure. FFCRA supports county employees who need leave for COVID-19 reasons. Providing leave allows employees to be in pay status while quarantining and caring for others, which helps with employee retention.

Department Overview

The Multnomah County District Attorney (MCDA) is responsible for prosecuting offenders who commit State criminal law violations in Multnomah County. The core work of MCDA is:

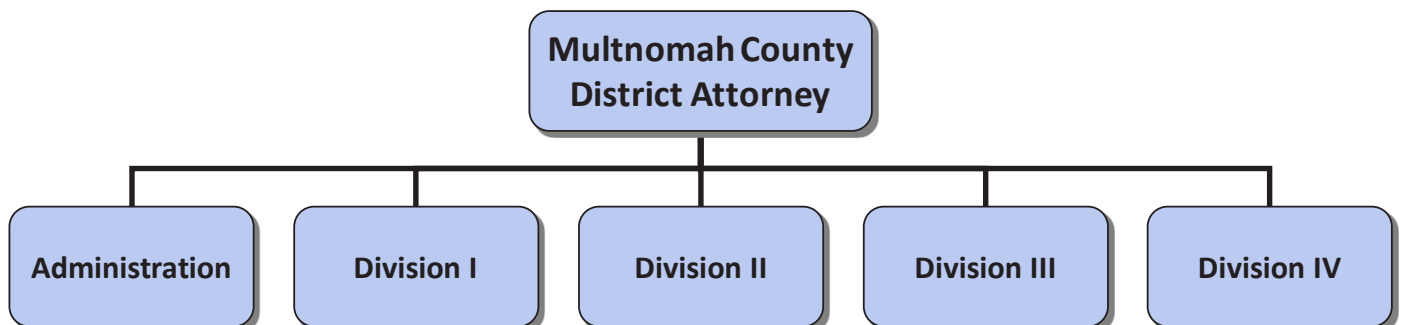
- To uphold the rule of law by providing timely, fair, appropriate and just accountability for people who engage in criminal activity.
- To provide dedicated compassionate, trauma-informed guidance and support to victims of crime, to educate them about their rights and to guide them through the complex legal process.
- To provide the best and most cost effective child support services.

MCDA's staff of approximately 200 are dedicated to this work. All staff employed by MCDA are expected to maintain the highest possible level of ethical standards.

A safer and more just community requires MCDA to collaborate extensively with community organizations, legislators, education and social service providers, the judiciary, and law enforcement stakeholders. MCDA will join progressive district attorneys across the country to lead a national dialog to advance criminal justice reform. It is critical for MCDA to have adequate staffing to contribute its experience to partner-led efforts. MCDA must also turn its gaze inward. It is a top priority to apply an equity lens on MCDA policies and practices and to accelerate reform measures.

MCDA also needs to effectively communicate to external and internal stakeholders. The work of this office generates extraordinary demands for public information. Maintaining public support for criminal justice reform and effective implementation of reform measures requires an even greater level of transparency, responsiveness and dialog. MCDA's capacity for research, data collection and, moreover, data analysis, expanded by the County in FY 2020, is critical to transparency and achieving equity and public safety outcomes.

Finally, it is not enough to simply do better going forward. To right past wrongs and earn the trust of those who have been historically harmed by institutional racism, MCDA must effectively and thoughtfully commit to reviewing sentences of those who have been convicted. MCDA must also review policies of the past and reimagine what public safety means by incorporating community voice and learning from advances made around the nation. Intentionally taking on this work is an important new initiative of the District Attorney.



Budget Overview

The FY 2022 Adopted budget for the Multnomah County District Attorney (MCDA) is \$40.9 million, a \$2.3 million increase from the FY 2021 budget. The FY 2022 budget is comprised of 79.5% General Fund and 20.5% Other Funds.

The General Fund increased by \$1.7 million (5.6%) and had a net increase of 3.35 FTE. The General Fund increase is driven by higher personnel costs, which are largely due to the additional FTE and factors such as inflation and medical/dental increases. Personnel costs represent 83.8% of MCDA’s General Fund expenses.

Other Funds increased by \$0.5 million (7.0%). While some grants and contracts came to an end, such as the Sexual Assault Kit Initiative (SAKI) grant program and the Lloyd Business District contract, new funds were added to the budget, including the Bureau of Justice Assistance Innovative Prosecution Solutions grant and Justice Assistance Grant funding passed through from the City of Portland. MCDA’s budget also contains American Rescue Plan funds to address its increased backlog of domestic violence cases.

The FY 2022 General Fund allocation includes \$319,108 in ongoing funding for new programs:

- Justice Integrity Unit (15021A) \$115,537
This program is also supported by \$148,850 of new grant funding.
- Unit D – Gun Violence (15304B) \$203,571
This program uses reallocated General Fund savings to backfill 0.74 FTE of a prosecutor formerly funded by the SAKI grant.

In addition to offer 15304B mentioned above, MCDA was able to reallocate General Fund savings to backfill 0.25 FTE previously funded by the Lloyd Business District contract (15308C) and 0.76 FTE formerly supported by Victims of Crime Act funding (15401C).

The FY 2022 General Fund allocation also includes \$260,000 in one-time-only funding for Justice Integrity Unit Expansion (15021B). There are also two one-time-only information technology projects for MCDA that are budgeted in the Department of County Assets in FY 2022: District Attorney’s Alfresco System Stabilization and Upgrade (78319) and District Attorney’s Email Systems and Public Records (78319B). A list of programs funded as one-time-only can be found in the Budget Director’s message.

| Budget Trends | FY 2020 | FY 2021 | FY 2021 | FY 2022 | Difference |
|----------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| | Actual | Current | Adopted | Adopted | |
| | | Estimate | Budget | Budget | |
| Staffing FTE | 196.68 | 195.95 | 195.20 | 198.76 | 3.56 |
| Personnel Services | \$28,936,822 | \$30,800,000 | \$31,321,825 | \$33,586,448 | \$2,264,623 |
| Contractual Services | 1,014,528 | 1,170,000 | 1,200,313 | 1,154,916 | (45,397) |
| Materials & Supplies | 897,645 | 1,115,000 | 1,073,215 | 1,118,432 | 45,217 |
| Internal Services | 4,030,603 | 5,055,038 | 5,038,111 | 5,038,458 | 347 |
| Capital Outlay | <u>5,124</u> | <u>45,000</u> | <u>45,000</u> | <u>45,000</u> | <u>0</u> |
| Total Costs | \$34,884,723 | \$38,185,038 | \$38,678,464 | \$40,943,254 | \$2,264,790 |

Successes and Challenges

Successes: MCDA experienced a drastic swell in the number of referred criminal cases – more than 1,000 – following the civil unrest that occurred during some of the racial justice protests. MCDA strategically focused prosecution efforts on those committing violence and property destruction. Only 30% of these cases involved a priority crime. Using prosecutorial discretion to focus on crimes that truly impact public safety conserves MCDA resources and also ripples through police, jail, courts, public defense system, and the Department of Community Justice, all of which have been severely strained by the pandemic.

MCDA's Support Enforcement Division (SED) helps children receive financial support from parents and strengthens families by connecting them to community services. In FY 2020, SED achieved its largest collection year ever, collecting more than \$33 million. That money was then directly distributed to more than 7,500 families in Multnomah County.

MCDA successfully prosecuted Jeremy Joseph Christian who fatally stabbed two men and injured a third after he was confronted for shouting racist and anti-Muslim slurs at two teenage Black girls on a MAX train in Portland. Christian received a sentence of two consecutive terms of life imprisonment without the possibility of release or parole.

MCDA completed the [Untested Sexual Assault Kit Project](#) in July 2020. This five-year program, funded by the New York County District Attorney's Office (DANY), resulted in testing nearly 3,000 previously untested sexual assault kits from around the state. MCDA is recognized as a national leader for this effort.

In FY 2020, the Multnomah County Board of Commissioners funded additional research and data analysts for MCDA. MCDA launched the [Protest Cases Dashboard](#) in October 2020. Additional dashboards in development will bring even more insight to the work of Oregon's largest district attorney's office.

In December 2020, MCDA announced the immediate implementation of reforms related to how Possession of a Controlled Substance (PCS) cases will be handled. These reforms respond to the passage of Ballot Measure 110, which states people will no longer be arrested and jailed for the possession of small amounts of drugs.

Challenges: 2021 brought a surge of gun violence in cities around the nation; Multnomah County was no exception. MCDA's work to ensure accountability for those who harm people in our community must be coupled with upstream interventions that disrupt the factors leading to increased gun violence.

With the slowdown in court operations resulting from the COVID-19 pandemic, all MCDA units have experienced increased caseloads as we are unable to advance cases through the legal process.

MCDA is determined to respond to calls for criminal justice reform. From legislative proposals to internal policy guidance to new avenues to achieve accountability, taking on this body of critical work demands more of MCDA and its community partners.

COVID-19 Impacts & American Rescue Plan

MCDA is comprised of essential employees. Throughout the pandemic and during civil unrest in the area of the courthouse, MCDA employees have remained dedicated to fulfilling MCDA's role in the criminal justice system. Many employees continued to report to work for functions that could not be accomplished remotely and others made a swift adjustment to remote work, supported by outstanding effort from MCDA's Information Technology team.

The suspension and slowdown of the criminal legal process has created a large backlog of cases. MCDA is employing all measures available to resolve cases despite these barriers. Nevertheless, MCDA anticipates substantial increases in caseloads across all units.

The unit most impacted is Domestic Violence (DV), which experienced caseloads increasing by 112% – approximately 586 more cases versus the prior year. This increase notwithstanding, domestic violence may be underreported. It was essential that the DV Unit continue regular operations during the pandemic; grand jury hearings, in-court appearances, and daily in-person meetings with victims and survivors of domestic violence continue. To address the increased backlog of cases, program offer ARP - Domestic Violence Backlog from COVID-19 (15900) adds a Deputy District Attorney using American Rescue Plan funding.

Because of the pandemic, the mandatory reporting infrastructure that interrupts child abuse came to a standstill. MCDA's Multidisciplinary Child Abuse Team (MDT) saw fewer case referrals as a result. MCDA knows that the COVID-19 pandemic did not wipe out child abuse. With schools closed, kids were forced to stay home – and for many, home is not a safe place. Working with partners, MCDA produced several child abuse prevention public safety announcements during the summer. Now, the MDT anticipates a potential flood of new cases as schools slowly reopen.

The work of MCDA's Juvenile Unit was complicated by the slowdown caused by the pandemic. For a period of time, defense lawyers could not have meaningful contact with their clients and psychologists could not evaluate youth held in-custody. MCDA's Juvenile Unit collaborated with the Multnomah County Juvenile Services Division to create a Temporary Enhanced Diversion program, which provides a new opportunity for diversion for youth engaged in family violence and other forms of minor assaults.

The Felony Property Crime and Drug Crime Unit continues to provide services to those with substance abuse disorders in the County's specialty courts – START/STOP and DISP. The inability to personally interact with participants in these programs presents unique challenges to support them in their recovery. However, MCDA continues to work with the treatment court teams to support participants to fully engage with their treatment, especially as there have been a record number of opioid overdose deaths in 2020.¹

In February 2021, Multnomah County Circuit Court held its first jury misdemeanor trial since early March 2020. As vaccinations roll out and court functions increase, MCDA deputies will have unprecedented workloads.

¹ <https://www.cdc.gov/media/releases/2020/p1218-overdose-deaths-covid-19.html>

Diversity, Equity, and Inclusion

Today, the public safety system is in a state of reckoning as the community calls for an end to the injustice and racism highlighted during months of nightly protests last summer. Under new leadership, MCDA is engaging communities of color that feel under-protected and over-policed. A racially diverse transition team of community members with deep experience in public safety and criminal justice advised the incoming District Attorney. This budget reflects that community engagement with a new Justice Integrity Unit.

The pandemic has forced changes that have resulted in improved access and transparency for historically marginalized communities. For example, the ongoing COVID-19 pandemic made it impossible to host an in-person [Legal Services Day](#). MCDA, working with numerous other stakeholders, helped support two online versions of the program. Women of color were able to access the on-line program at a much higher rate than in-person. By removing barriers to access, MCDA reached an underserved and underrepresented population, disproportionately impacted by the criminal justice system. Post-pandemic, MCDA will maintain flexible and creative approaches to providing community service.

While MCDA’s funding priority is for capacity to achieve equitable outcomes for people in the community, as part of an office that is transitioning with new leadership, it will launch new initiatives to promote internal diversity, equity and inclusion. MCDA is leanly staffed across all functions and does not have a dedicated Equity Manager. However, the Equity Dignity and Opportunity Council – formed in 2013 – meets weekly to advance critically important equity-based conversations, plans and sponsors equity- and justice-related trainings, and considers workplace initiatives for review, discussion and solution. Known areas for improvement include expanding racial diversity in upper management, attracting and retaining a diverse workforce of attorneys and support staff, and providing more diversity, equity and inclusion training for all employees. The District Attorney has assigned new staff to represent MCDA in Multnomah County’s Workforce Equity Strategic Plan.

Budget by Division

| Division Name | FY 2022 General Fund | Other Funds | Total Division Cost | Total FTE |
|---|----------------------|--------------------|---------------------|---------------|
| Administration | \$6,751,915 | \$166,124 | \$6,918,039 | 34.11 |
| Division I | 6,933,737 | 4,419,301 | 11,353,038 | 53.60 |
| Division II | 9,174,531 | 0 | 9,174,531 | 46.10 |
| Division III | 8,043,690 | 1,383,251 | 9,426,941 | 40.95 |
| Division IV | 1,665,102 | 2,163,243 | 3,828,345 | 24.00 |
| COVID-19 & American Rescue Plan | 0 | 242,360 | 242,360 | 0.00 |
| Total Multnomah County District Attorney | \$32,568,975 | \$8,374,279 | \$40,943,254 | 198.76 |

Administration

The Administrative Division sets policy and provides leadership, coordination, resource allocation, and direction for MCDA. From this responsibility stems the mandate to seek equity, celebrate and increase diversity in all its forms, and to acknowledge and address harms, both historical and recent. 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 – Supports the District Attorney and MCDA with policy review and direction, operations management, communications, finance and information technology.
- Administrative Services – Provides reception services for MCDA facilities.
- Information Technology – Supports desktop computers, software applications, and servers; maintains the Document Management System and the Juvenile/Adult CRIMES management systems; and provides data analysis.
- Finance – Manages all accounts payable/receivable, accounting, petty cash, travel and training arrangements, fiscal reporting, budget preparation, grant reporting/monitoring, purchasing, and contracts.
- Human Resources – Leads recruitment; retention; diversity, equity and inclusion; 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

District Attorney Mike Schmidt was elected on May 19, 2020, and was appointed by Gov. Brown to complete former DA Underhill’s term on August 1, 2020. DA Schmidt seeks to enact policy and procedural changes to address a multitude of pressing issues facing the public safety system, including, but not limited to reducing inequities within the criminal legal system, moving toward responsive sentencing, and establishing a more trauma-informed connection with persons harmed by other’s actions. MCDA will expand Administration with a robust, responsive, and pro-active Justice Integrity Unit which will help address historic impacts of criminal justice on marginalized communities.

Division I

Division I supports and makes safe some of the most vulnerable and diverse members of the community. The lawyers and staff in Division I serve survivors of domestic violence and their families and intervene and protect children who are victims of sexual and physical abuse and neglect. Division I also promotes youth reformation and accountability and assists families in receiving essential funds. Division I seeks outcomes that align with MCDA and County values around equity, inclusion and fairness. Division I units are:

- Domestic Violence Unit – Prosecutes crimes of domestic violence, including misdemeanors, violent felonies, homicides, and violation of restraining orders, while working collaboratively with community and system partners to secure services and safety for survivors and their families.
- Multidisciplinary Team Child Abuse Unit – 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. These attorneys are on-call 24 hours a day to respond to scenes of child deaths, serious assaults and child homicides. They work with many community disciplines to provide a coordinated response to child abuse.
- Juvenile Unit – Prosecutes criminal conduct by juveniles ranging from misdemeanors to felonies to homicides while seeking restitution for victims. This unit strives to keep youth out of the adult criminal system through community supervision and diversion. This unit also advocates for child safety and increasing parental capacity via limited dependency.
- Child Support Enforcement (SED) – Establishes and enforces child support and medical support orders to provide for children and families. This unit collected more than \$33 million for children and families in FY 2020.

Significant Changes

Because the COVID-19 pandemic interrupted activities like school that bring children in contact with mandatory reporters, the number of child abuse reports to the Oregon Child Abuse Hotline has been substantially reduced. The Department of Human Services and Law Enforcement are investigating fewer child abuse cases, therefore submissions to the Child Abuse and Juvenile Units have decreased. This will likely reverse as activities like school resume.

The Juvenile Unit now has an increased caseload of very violent crimes and homicides by youth since SB 1008 is keeping defendants in the Juvenile system.

Domestic Violence cases received increased as did collections amount by SED.

Additionally due to the pandemic, MCDA has rotated attorneys and staff into the office as required for critical duties and shifted many in-office responsibilities to telework where feasible. Attorneys are still required to appear in court on a variety of matters that do not allow for remote appearances. Attorneys still respond to crime scenes in the community.

Division II

Division II is comprised of three units: 1) Unit C, 2) the Pretrial Unit, and 3) the Misdemeanor Trial Unit. Together these units consist of approximately 24 attorneys, 23 staff members, and 9 interns. Division II units are:

- Unit C is a major felony trial unit responsible for prosecuting very serious and mid-level felony crimes including homicides, robberies, firearms offenses, gang and group related crimes, vehicular homicides, vehicular assaults, arson, residential burglaries and felony animal abuse. Unit C attorneys are on-call 24 hours a day to respond to the crime scenes of intentional murders and vehicular homicides. Unit C attorneys participate in weekly meetings about cases to determine appropriate and consistent pretrial plea bargain offers for defendants. These decisions also incorporate input from crime victims and align with MCDA and County values around equity and inclusion.
- The Pretrial Unit is a non-trial unit responsible for reviewing and issuing all misdemeanor cases other than those involving domestic violence. On all felony matters, pretrial attorneys appear at arraignment and present the State's position as to what level of restraint on a defendant's liberty, if any, is appropriate prior to trial. This critical stage in the prosecution can have immediate collateral consequences for defendants who may or may not ever be convicted. Pretrial attorneys work to promote consistency in positions on release and to ensure the safety of crime victims. Pretrial attorneys also handle all judicial appeal cases, civil litigation, post-conviction cases, habeas proceedings, fugitive and extradition matters, out of state material witness cases, expungements, public records requests, and administer the grand jury process.
- The Misdemeanor Trial Unit (MTU) prosecutes all misdemeanor crimes except those involving domestic violence. These misdemeanor crimes include offenses such as driving under the influence of intoxicants (DUI), resisting arrest, assault, sex abuse, theft, prostitution, stalking, trespass, strangulation and disorderly conduct. Cases handled by the MTU are either diverted into a specialty court program, such as Community Court, or they are set for trial. Racial minorities are overrepresented in the arrest and prosecution of low-level drug, transportation, property, and public order offenses. The MTU promotes equity of outcomes through alternative dispositions for these types of offenses.

Division II is experiencing a dramatic increase in felony prosecutions of firearms-related assaults and homicides as well as crimes stemming from protest activities.

Law enforcement is referring far fewer misdemeanor cases for prosecution in FY 2021 due to the COVID-19 pandemic and staffing shortages. MCDA is predicting an increase in referred cases for prosecution in FY 2022 and continued increase in public records requests. Pending legislation may also result in a dramatically larger number of expungements in FY 2022.

Due to the pandemic, attorneys and staff have rotated into the office as required for critical duties and shifted to telework where feasible. Attorneys are still required to appear in court on a variety of matters.

Significant Changes

Division III

Division III consists of Unit D – Violent Persons Crimes; Unit A/B Property/ Drugs/Human Trafficking and the Strategic Prosecution and Services Unit (SPU), and the Multnomah County Justice Reinvestment Project (MCJRP).

- Unit D – Violent Person Crimes is a felony trial unit prosecuting some of the most serious crimes in Multnomah County including hate and bias crimes, sexual assaults and homicides committed by individuals unrelated to the victims by marriage or blood. The victims and survivors of these crimes and the offenders are disproportionately members of BIPOC and LGBTQ communities. Recognizing this, prosecutors seek equitable, fair and non-biased case resolutions in collaboration with advocates. Non-jail outcomes including treatment, restorative justice and restitution are sought when community safety benefits.
- Unit A/B Property/Drugs/Human Trafficking is a felony trial unit with two designated prosecutors focusing on intervention on behalf of trafficking survivors, who are on average 15-16 years old. The property crimes unit prosecutes felony theft and fraud cases including elder fraud. The vast majority of property offenders receive court supervised treatment rather than incarceration. Significant commercial and organized drug distribution crimes are also prosecuted in this unit.
- Strategic Prosecution Unit (SPU) and Multnomah County Justice Reinvestment Project (MCJRP) uses an equity-based approach to review cases and resolutions for identified chronic offenders who frequently need mental health and/or drug treatment and housing assistance. The MCJRP prosecutor provides data analysis for use office-wide to minimize racial disparities.

Significant Changes

Homicide cases doubled in 2020 and reported hate and bias crimes are also on the rise, resulting in increased caseload for prosecutors in Unit D.

Division IV

Division IV is comprised of two units: the Victims Assistance Program and Investigations.

- The Victims Assistance Program (VAP) provides a critical bridge between the prosecution work performed by deputy district attorneys and the people served – victims of crimes, witnesses, and the community at-large. Expertly trained in cultural competence (including native language communications) and trauma-informed service, members of the VAP guide crime victims through the complex court process while providing support, advice and resource referrals.
- The Investigations Unit provides logistical and tactical support in criminal prosecutions which directly affects the lives and safety of children, teens, families, LGBTQ, house-less and other vulnerable populations that have been victims in Multnomah County. Investigators perform duties and critical tasks needed to support deputy district attorneys. Critical functions include securing witness attendance at court functions via service of subpoenas, reviewing voluminous evidence (documents, video, audio), and creating trial exhibits.

Significant Changes

Increased caseloads across MCDA impact the VAP and Investigations Unit. As cases resume post-pandemic, these units will be challenged to contact and support victims and witnesses whose cases have been on hold.

Multnomah County District Attorney

fy2022 adopted budget

Multnomah County District Attorney

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 2022 General Fund | Other Funds | Total Cost | FTE |
|-----------------------|---|----------------------|-------------|-------------|-------|
| Administration | | | | | |
| 15000A | Management Services | \$1,887,368 | \$0 | \$1,887,368 | 8.00 |
| 15001 | Administrative Support Services | 711,667 | 0 | 711,667 | 3.00 |
| 15002 | Information Technology | 1,664,654 | 0 | 1,664,654 | 6.00 |
| 15003 | Finance/Human Resources | 819,837 | 0 | 819,837 | 5.00 |
| 15004 | Records/Discovery | 800,913 | 0 | 800,913 | 7.05 |
| 15012A | Body Worn Cameras - Gresham | 261,554 | 0 | 261,554 | 1.50 |
| 15013 | MCDA Research & Planning Unit | 230,385 | 17,274 | 247,659 | 1.00 |
| 15021A | Justice Integrity Unit | 115,537 | 148,850 | 264,387 | 1.00 |
| 15021B | Justice Integrity Unit Expansion | 260,000 | 0 | 260,000 | 1.56 |
| Division I | | | | | |
| 15100 | Division I Administration | 359,441 | 0 | 359,441 | 1.00 |
| 15101 | Juvenile Unit | 1,906,687 | 0 | 1,906,687 | 9.00 |
| 15102A | Domestic Violence Unit | 2,186,657 | 128,162 | 2,314,819 | 11.00 |
| 15103 | MDT - Child Abuse Unit | 1,452,545 | 948,889 | 2,401,434 | 7.00 |
| 15104 | Child Support Enforcement | 1,028,407 | 3,342,250 | 4,370,657 | 25.60 |
| Division II | | | | | |
| 15200 | Division II Administration | 362,441 | 0 | 362,441 | 1.00 |
| 15201 | Unit C | 3,061,122 | 0 | 3,061,122 | 12.00 |
| 15202A | Misdemeanor Trial Unit | 2,056,937 | 0 | 2,056,937 | 11.00 |
| 15202B | Misdemeanor Trial Unit Restoration | 178,266 | 0 | 178,266 | 1.00 |
| 15204 | Pretrial | 3,515,765 | 0 | 3,515,765 | 21.10 |
| Division III | | | | | |
| 15300 | Division III Administration | 370,941 | 0 | 370,941 | 1.00 |
| 15301A | Unit A/B - Property/Drugs/Human Trafficking | 3,870,286 | 150,705 | 4,020,991 | 19.00 |
| 15301B | Unit A/B - Property/Drugs/Human Trafficking Restoration | 235,470 | 0 | 235,470 | 1.50 |
| 15304A | Unit D - Violent Person Crimes | 1,997,752 | 81,933 | 2,079,685 | 8.26 |
| 15304B | Unit D - Gun Violence | 203,571 | 0 | 203,571 | 0.74 |

Multnomah County District Attorney

fy2022 adopted budget

| Prog. # | Program Name | FY 2022 General Fund | Other Funds | Total Cost | FTE |
|---|--|----------------------|--------------------|---------------------|---------------|
| Division III (cont.) | | | | | |
| 15308A | Strategic Prosecution Unit | 1,290,670 | 1,150,613 | 2,441,283 | 10.20 |
| 15308C | Strategic Prosecution Unit - Lloyd BID Contract Backfill | 75,000 | 0 | 75,000 | 0.25 |
| Division IV | | | | | |
| 15400 | Division IV Administration | 267,048 | 0 | 267,048 | 1.00 |
| 15401A | Victims Assistance Program | 628,042 | 1,660,948 | 2,288,990 | 15.24 |
| 15401B | Victims Assistance Program Restoration | 111,532 | 0 | 111,532 | 1.00 |
| 15401C | Victims Assistance VOCA Backfill | 92,326 | 0 | 92,326 | 0.76 |
| 15402 | Investigations | 566,154 | 502,295 | 1,068,449 | 6.00 |
| COVID-19 & American Rescue Plan | | | | | |
| 15900 | ARP - Domestic Violence Backlog from COVID-19 | <u>0</u> | <u>242,360</u> | <u>242,360</u> | <u>0.00</u> |
| Total Multnomah County District Attorney | | \$32,568,975 | \$8,374,279 | \$40,943,254 | 198.76 |

Department: District Attorney

Program Contact: Mike Schmidt

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 collaborates with other elected officials public safety agencies, education and service providers, the judiciary and law enforcement to create a safer community. The DA is responsive to the concerns of community members, crime victims, survivors of crime victims and organizations concerned with equity, criminal justice reforms, victims rights and other goals. MCDA is transparent and forthcoming with information, data and data analysis.

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, equity and effectiveness system-wide. The office oversees administrative functions that support MCDA's law-related direct service work.

The DA is the ultimate authority responsible for prosecution of crime. The office initiates and oversees Continuing Legal Education (CLE) sessions attended by attorney personnel. The DA and encourages other education and training to keep attorneys and support staff current on everything from social movements to software which are relevant to the work of MCDA.

The DA and executive team represent MCDA to public safety peers, work with legislators and state law enforcement leaders, and provide assistance and leadership for statewide and national district attorney matters. 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. Under newly elected leadership, the DA is increasing MCDA's engagement with the public, including advocates for criminal justice reform, community groups with questions about the criminal legal system, and those who are concerned about crime. 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.

In addition to the DA, this unit includes a first assistant to the district attorney, two administrative managers, and four staff assistants, who provide support for the DA and senior management.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Total number of cases received. | 18,449 | 19,555 | 10,783 | 18,843 |
| Outcome | Engagements with public; demonstrated focus on underrepresented groups. | N/A | N/A | N/A | 52 |

Performance Measures Descriptions

While cases received in the current fiscal year are fewer than anticipated, the inability to resolve cases in the pandemic is creating a backlog that will carry into FY 2022. As new leadership at MCDA is established, MCDA is developing data collection and benchmarks for a variety of performance measures including public engagement.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,298,434 | \$0 | \$1,611,836 | \$0 |
| Contractual Services | \$0 | \$0 | \$86,727 | \$0 |
| Materials & Supplies | \$21,600 | \$0 | \$24,600 | \$0 |
| Internal Services | \$0 | \$0 | \$164,205 | \$0 |
| Total GF/non-GF | \$1,320,034 | \$0 | \$1,887,368 | \$0 |
| Program Total: | \$1,320,034 | | \$1,887,368 | |
| Program FTE | 7.00 | 0.00 | 8.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 15000 Management Services

A new 1.00 FTE Policy Director position is added.

Internal service charges are increased reflecting a change to allocate facilities, data, distribution, telecommunications, and fleet services in individual units. Previously these costs were consolidated in 15001 - Administrative Support Services, 15002 - Information Technology, and the Division I, II, III, and IV Administration program offers.

Department: District Attorney**Program Contact:** Jodi Erickson**Program Offer Type:** Support**Program Offer Stage:** As Adopted**Related Programs:****Program Characteristics:**

Executive Summary

Administrative Support Services provides in-person, phone and email assistance to victims, witnesses, staff, defense attorneys, court and law enforcement personnel, and the general public needing contact with or assistance from the Multnomah County District Attorney's Office (MCDA). This program distributes all interoffice, U.S. Mail, and deliveries, provides clerical support for deputy district attorneys, maintains records for MCDA, County and statewide data systems. People served are navigating a complex criminal justice system. MCDA Administrative Support Services seeks more equitable outcomes by providing information, resources and assistance appropriate to the client, including providing services in Spanish.

Program Summary

Main Office Reception: Administrative staff are often the first point of contact with the criminal legal system. Staff answer phones from 7:30 AM to 5 PM. Staff guide and assist victim and witnesses to properly sign subpoenas to ensure witness fees and mileage reimbursement payments will be received in a timely manner after appearing at a hearing. One position provides Spanish translation in-person and over the phone for victims, witnesses and other callers and monitors a Spanish language-only voice mail box. Staff coordinate mail service for the entire office, including handling and routing an average of 166 pieces of mail and packages each day. This program retrieves and disburses probation violation administrative sanction and Treatment First Program early termination reports, profiles e-recog sheets, enters discovery fees into CRIMES, maintains phone lists and mail guide for entire office, creates and distributes unit availability to chief deputy district attorneys for court appearance list assignments, creates and distributes misdemeanor daily trial list, schedules conference rooms reservations, and are facilities liaisons. Staff are trained in safety and confidentiality in accordance with MCDA and County legal and ethical requirements.

Legal Assistant functions: Assist victims seeking restitution for losses incurred, and extensive communication with victims and witnesses regarding trials, hearings, and meetings. Provide support for trials units including: data entry, file preparation, tracking domestic violence, sexual assault, violent crimes, property crimes, and mental health cases. Staff assist deputy district attorneys with legal documents and running records affecting the issuances of Treatment First, LEAD (Law Enforcement Assisted Diversion), START (Success through Accountability, Restitutions, and Treatment) and MCJRP (Multnomah County Justice Reinvestment Program) cases. They process subpoenas, close files, maintain scrupulous desk notes and enter data into the CRIMES case management system.

This program also includes payment of administrative expenses such as bar dues for deputy district attorneys, courier services and facilities charges associated with the Central Courthouse. MCDA provides a welcoming and trauma-informed atmosphere in all interactions with the public, victims and witnesses, internal and external stakeholders, to ensure equitable access to services and information.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of Witness (Subpoena) Fees paid | 538 | 900 | 60 | 900 |
| Outcome | Amount paid in Witness (Subpoena) Fees | \$5,269 | \$8,500 | \$600 | \$6,000 |

Performance Measures Descriptions

Timely reimbursement of witness fees and mileage for witnesses time and travel acknowledges the important roles witnesses have in the judicial system.

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 offices space, facilities, supplies, and stenographic assistance as is necessary to perform efficiently the duties of such office. [1953 c.652 S3]

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$286,211 | \$0 | \$294,806 | \$0 |
| Contractual Services | \$82,200 | \$0 | \$66,200 | \$0 |
| Materials & Supplies | \$176,000 | \$0 | \$288,658 | \$0 |
| Internal Services | \$1,594,934 | \$0 | \$62,003 | \$0 |
| Total GF/non-GF | \$2,139,345 | \$0 | \$711,667 | \$0 |
| Program Total: | \$2,139,345 | | \$711,667 | |
| Program FTE | 3.00 | 0.00 | 3.00 | 0.00 |

| Program Revenues | | | | |
|-----------------------|------------------|------------|------------------|------------|
| Other / Miscellaneous | \$827,829 | \$0 | \$836,038 | \$0 |
| Total Revenue | \$827,829 | \$0 | \$836,038 | \$0 |

Explanation of Revenues

\$836,038 Department indirect revenue

Significant Program Changes

Last Year this program was: FY 2021: 15001 Administrative Support Services

Temporary COVID-19 related restrictions to state court hearings reduced the number of out of custody criminal hearings including a temporary pause of most trials. The courts created systems for some holding hearings and testimony remotely. The number of witnesses appearing in person for hearings was significantly reduced. When court restrictions are lifted there will be a significant increase in witness appearances and fees.

Internal service charges previously consolidated in this program are now allocated to individual units in multiple divisions.

Department: District Attorney **Program Contact:** Ross Lamberth
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 and Grand Jury operations.

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 220 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, 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Help Desk Tickets created then resolved or closed | 3,120 | 3,300 | 3,950 | 3,500 |
| Outcome | Number of DA network failures due to internal causes | 0 | 0 | 0 | 0 |
| Output | Data Reports created or updated | N/A | N/A | 331 | 452 |

Performance Measures Descriptions

Note - Previous Measure labeled as "Help Desk Calls" was actually a measure of Help Desk Tickets created in response to email and phone call requests for support then resolved or closed This measure's label has been updated.

Data Reports created or updated is a new performance metric

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,020,401 | \$0 | \$1,045,015 | \$0 |
| Contractual Services | \$55,000 | \$0 | \$35,500 | \$0 |
| Materials & Supplies | \$334,929 | \$0 | \$415,125 | \$0 |
| Internal Services | \$1,060,613 | \$0 | \$124,014 | \$0 |
| Capital Outlay | \$45,000 | \$0 | \$45,000 | \$0 |
| Total GF/non-GF | \$2,515,943 | \$0 | \$1,664,654 | \$0 |
| Program Total: | \$2,515,943 | | \$1,664,654 | |
| Program FTE | 6.00 | 0.00 | 6.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 15002 Information Technology

Internal service charges for data services previously consolidated in this program are now allocated to individual units across all divisions

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 (HR) functions, including payroll, records and personnel file maintenance, Workday user support and assistance for 200 employees, new employee orientation and onboarding in the MCDA office and at the countywide NEO, recruitment/selection and background/reference checks. It also handles employee relations issues and complaints within MCDA. HR and Finance follow procedures and guidelines which incorporate equity in all processes within the office and the county.

Program Summary

This program provides office wide support for finance and human resources functions. The finance staff provide all accounts payable, accounts receivable, general ledger, petty cash accounts, travel and training, fiscal reporting, budget preparation, grant monitoring, purchasing, inventory, and contracts.

The 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. The HR Unit supports managers and supervisors with contract interpretation, performance management consultation, and facilitates the offices' FMLA/OFLA and ADA coordination with Central Benefits. The HR unit supports external and internal applicants by assisting them with application processes and materials, and answers to inquiries to ensure their inclusion in the recruitment process.

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 offices uses 100% recycled paper products.

This program contributes to all objectives of Multnomah County's Workforce Equity Strategic Plan (WESP) by its representation on the WESP Oversight Committee and leading the development and implementation of the WESP objectives in the MCDA.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Total number of employees support per day | 210 | 210 | 209 | 210 |
| Outcome | Percent of People of Color hired for open positions | 32% | 31% | 22% | 31% |
| Output | Number of New Hires | 47 | 30 | 9 | 25 |

Performance Measures Descriptions

Legal / Contractual Obligation

ORS 8.700 - Register to be kept. The District Attorney must keep a register of official business, in which the district attorney shall make a note of every actions, suit or proceeding commenced or defended by the district attorney in official capacity, and proceedings therein. The register shall, at the expiration of the term of offices of the district attorney, be delivered by the District Attorney to the successor in office. ORS 8.50 - 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 offices 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$643,603 | \$0 | \$701,242 | \$0 |
| Contractual Services | \$0 | \$0 | \$11,500 | \$0 |
| Materials & Supplies | \$9,200 | \$0 | \$3,750 | \$0 |
| Internal Services | \$1,000 | \$0 | \$103,345 | \$0 |
| Total GF/non-GF | \$653,803 | \$0 | \$819,837 | \$0 |
| Program Total: | \$653,803 | | \$819,837 | |
| Program FTE | 5.00 | 0.00 | 5.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 15003 Finance/Human Resources

Position 704458 has been re-classed from Human Resources Analyst Senior (JCN 9748, \$171,366) to Human Resources Manager 1 (JCN 9715, \$179,001) in FY22.

Internal service charges are increased reflecting a change to allocate facilities, data, distribution, telecommunications, and fleet services in individual units. Previously these costs were consolidated in 15001 - Administrative Support Services, 15002 - Information Technology, and the Division I, II, III, and IV Administration program offers.

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, attorneys representing victims and occasionally to defendants representing themselves. This is a legal process. The records component maintains accurate records on open and closed cases including electronic document scanning, scheduling and docketing of court appearances and administrative and clerical support to attorneys and staff assigned to the arraignment courts. MCDA reviews and updates discovery processes to ensure all requests are complied with in a timely and accurate way and reviewing for new processing methods or tools to complete the work in adherence with the equity values of MCDA.

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. As the amount of discoverable video evidence increases the office is slowly shifting its delivery method through development of an online portal to deliver large volumes of media and documents virtually. Staff copy, upload, redact, and disclose to defense attorneys any restitution information submitted by victims. 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 regards to processing scanned documents and other media for the most confidential and sensitive cases handled by the office.

This program provides daily docket support on multiple dockets for the entire office. The program provides file storage and retrieval for the entire office, maintaining over 30,000 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 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 query and print records from the Law Enforcement Data System (LEDS/NCIC) to provide information required by the DDAs for probation violation hearings. Equity is incorporated throughout all steps of the discovery process which align with MCDA and County goals around equity and inclusion.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|-----------------------------------|-------------|---------------|---------------|------------|
| Output | Total Number of Discovery Packets | 10,375 | 13,500 | 2,865 | 13,500 |
| Outcome | Total Discovery Revenue | \$320,516 | \$370,000 | \$280,000 | \$370,000 |

Performance Measures Descriptions

Discovery packets refer are reports, photos, forensic results, audio, video, including body worn camera video evidence which is required to be provided to the defense after arraignment. Temporary changes were made to the legal process in response to COVID-19 reducing cases initiated, Grand Jury indictments and trials. The changes are expected to end when COVID-19 court restrictions are lifted.

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 and 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 |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$585,634 | \$0 | \$598,285 | \$0 |
| Contractual Services | \$6,500 | \$0 | \$17,000 | \$0 |
| Materials & Supplies | \$41,800 | \$0 | \$40,000 | \$0 |
| Internal Services | \$289,529 | \$0 | \$145,628 | \$0 |
| Total GF/non-GF | \$923,463 | \$0 | \$800,913 | \$0 |
| Program Total: | \$923,463 | | \$800,913 | |
| Program FTE | 7.05 | 0.00 | 7.05 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------------|------------|------------------|------------|
| Service Charges | \$370,000 | \$0 | \$370,000 | \$0 |
| Total Revenue | \$370,000 | \$0 | \$370,000 | \$0 |

Explanation of Revenues

\$370,000 Service charges for records/discovery.

Significant Program Changes

Last Year this program was: FY 2021: 15004 Records/Discovery

MCDA adjusted the discovery payment receipts process to accept payments by mail in response to COVID-19 restrictions. This may be temporary until court operations return to pre-COVID-19 processes.

Internal service charges are decreased reflecting a change to allocate facilities, data, distribution, telecommunications, and fleet services in individual units. Previously these costs were consolidated in 15001 - Administrative Support Services, 15002 - Information Technology, and the Division I, II, III, and IV Administration program offers.

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 provides some funding for review of police Body Worn Camera (BWC) footage. In order to safeguard the rights of the accused and protect crime victims, law enforcement footage should be reviewed prior to charging. This promotes better charging decisions and increases police accountability and equity in our community. Gresham Police, Portland State and OSP officers deploy BWCs generating thousands of hours of footage. At current staffing/funding levels, approximately 70% of the BWC footage submitted is not reviewed prior to charging a community member with a crime.

Program Summary

Currently, MCDA BWC unit only reviews approximately 30% of the BWC footage submitted prior to making a charging decision. Duplication and distribution of body-worn camera evidence is accomplished by non-lawyer staff. Gresham Police has 132 BWCs, Portland State and the Oregon State Police are also using BWCs. 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. The COVID pandemic has essentially halted adult criminal trials so costs and work associated after initial review have been held static.

The BWC DDA reviews submitted footage on selected cases and writes summaries of evidence and flags potential legal and constitutional issues surrounding suspect statements, search and seizure and officer conduct, among others. This information is then communicated to the particular reviewing DDA who will use it to completely assess all the submitted evidence in the case and make a charging decision. The BWC Unit legal assistant and investigator are responsible for discovering and editing the video.

In order to fulfill obligations to the community, when properly resourced, all BWC prior to charging a community member with a crime. BWC footage allows DDAs to view crime scenes and witness/victim/suspect interviews through an unfiltered lens. Police conduct and interaction with the community can be meaningfully monitored and procedures put in place to increase police accountability, reduce disparity and increase equity. Transparency and system confidence increases by virtue of additional objective evidence available for subsequent review. Charging decisions will improve, leading to better, more just, outcomes. This unit would need to fund 7.5 FTE at approximately \$1.3 million to completely accomplish this goal.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Hours of body camera footage reviewed | 309 | 1,560 | 768 | 1,000 |
| Outcome | Trials avoided by better charging decisions through the use of BWC | 0 | -10 | 0 | 0 |
| Outcome | Hours of body camera footage received | 1,246 | N/A | 3,972 | 4,200 |

Performance Measures Descriptions

Output – 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. #2 Outcome – COVID conditions and other factors have not made this a measurable metric. #3 New Outcome this year and is more useful to show volume of work--was not budgeted last year.

Legal / Contractual Obligation

Oregon Constitution: Article VII Section 17. Prosecuting Attorneys. There shall be elected by districts comprised of one, or more counties, a sufficient number of prosecuting attorneys, who shall be the law officers of the State, and of the counties within their respective districts, and shall perform such duties pertaining to the administration of Law, and general police as the Legislative Assembly may direct. 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$207,174 | \$0 | \$226,126 | \$0 |
| Materials & Supplies | \$28,136 | \$0 | \$4,425 | \$0 |
| Internal Services | \$0 | \$0 | \$31,003 | \$0 |
| Total GF/non-GF | \$235,310 | \$0 | \$261,554 | \$0 |
| Program Total: | \$235,310 | | \$261,554 | |
| Program FTE | 1.50 | 0.00 | 1.50 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 15012A Body Worn Cameras - Gresham

Last year, this program partially funded the BWC Unit with a 0.75 FTE Deputy District Attorney 2 and a 0.75 FTE Legal Assistant 2. Gresham PD began a gradual deploying BWCs in January 2020. They were fully deployed in FY2021. This combined with OSP and Portland State and the protests in Portland, has overload the current capacity of MCDA BWC Unit to review cases in order to protect community members who are victims of criminal conduct and minimized MCDA's ability to safeguard the rights of the accused.

Internal service charges are increased reflecting a change to allocate facilities, data, distribution, telecommunications, and fleet services in individual units. Previously these costs were consolidated in 15001 - Administrative Support Services, 15002 - Information Technology, and the Division I, II, III, and IV Administration program offers.

Department: District Attorney **Program Contact:** Jeff Howes

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

Related Programs:
Program Characteristics:

Executive Summary

Decision making in the District Attorney's Office must be informed by up to date, accurate data. As the office continues to re-examine policies and procedures that have resulted in disparate outcomes for persons of color, LGBTQ, the houseless, and those with lower income and more barriers to resources, MCDA's reliance on data and the reporting of date will increase exponentially. 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.

Program Summary

The on-going work of the Research and Planning Unit continues to 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 the County. Additionally, MCDA continues to endeavor to strategically deploy 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. Court and program closures during the pandemic shifted reports to COVID impact reports, protest outcomes, Ad Hoc requests and dashboard creation covering various prosecution metrics.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Data analysis reports, data tasks or dashboard creation | N/A | N/A | 260 | 260 |
| Outcome | Number of dashboard updates | N/A | N/A | 147 | 150 |
| Outcome | Number of dashboard users viewing prosecution metrics | N/A | N/A | 44,000 | 50,000+ |

Performance Measures Descriptions

FY 2021 data analysis reports initially referred to a monthly report on community court, LEAD, and eight independent topical reports. Court and program closures during the pandemic shifted reports to COVID impact reports, protest outcomes, Ad Hoc requests and dashboard creation covering various prosecution metrics. The outcome measure captures user analytics on one completed dashboard (as of Feb 2021). We are in the process of obtaining analytics for the other operating dashboards. Three remaining dashboards are under development.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$196,931 | \$0 | \$206,216 | \$14,014 |
| Materials & Supplies | \$10,000 | \$0 | \$3,500 | \$0 |
| Internal Services | \$0 | \$0 | \$20,669 | \$3,260 |
| Total GF/non-GF | \$206,931 | \$0 | \$230,385 | \$17,274 |
| Program Total: | \$206,931 | | \$247,659 | |
| Program FTE | 1.00 | 0.00 | 1.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|-----------------|
| Intergovernmental | \$0 | \$0 | \$0 | \$17,274 |
| Total Revenue | \$0 | \$0 | \$0 | \$17,274 |

Explanation of Revenues

This program generates \$3,260 in indirect revenues.
 \$17,274 W.E.B. Du Bois Fellowship - Research & Planning (college intern)

Significant Program Changes

Last Year this program was: FY 2021: 15013 MCDA Research & Planning Unit

The curtailment of many core court operations due to the COVID-19 pandemic has allowed the Research and Planning Unit to pivot its focus to COVID-19 impact reports, while maintaining an up to date dashboard publishing metrics based upon the social justice protests during the summer and fall of 2020. Another dashboard has been created covering additional prosecution metrics and analysis.

Internal service charges are increased reflecting a change to allocate facilities, data, distribution, telecommunications, and fleet services in individual units. Previously these costs were consolidated in 15001 - Administrative Support Services, 15002 - Information Technology, and the Division I, II, III, and IV Administration program offers.

Department: District Attorney **Program Contact:** Mike Schmidt
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted

Related Programs:
Program Characteristics:

Executive Summary

Prosecutors must be leaders in ensuring that convictions are the result of fair and transparent processes consistent with the pursuit of justice. MCDA's Justice Integrity Unit will review and, when necessary and appropriate, seek to overturn convictions when there is evidence of actual innocence, prosecutor or law enforcement misconduct, or other considerations that undermine the integrity of the conviction. The criminal legal system has disproportionately impacted communities of color. Establishing a unit that looks to repair harm will likely have a positive impact on those same communities. This unit will work closely with defense attorneys and community groups to identify appropriate cases for this unit to consider.

Program Summary

More than 45 jurisdictions across the country have established Justice Integrity Units (JIUs) as a mechanism for scrutinizing past cases. MCDA's JIU will address all issues that arise after conviction and sentencing including, but not limited to, post conviction relief (PCR) hearings, Psychiatric Security Review Board (PSRB) Hearings, Parole Board Hearings, reviewing clemency petitions, and reviewing Ramos cases. The JIU will investigate claims of actual innocence, and instances where prosecutorial or law enforcement misconduct is alleged that is uncovered post-conviction. MCDA's JIU will be led by a Senior Deputy who is experienced in all levels of casework.

It will also be the role of this unit to ensure that MCDA is a leader in justice integrity in the state. To that end, the head of the JIU will maintain and update policies, protocols and materials related to: discovery obligations; eyewitness identification; recorded police interviews; ethics and professionalism; confidential informants; forensic evidence retention; proffers and cooperation agreements; and homicide file closing protocols.

Even as MCDA moves forward with better practices, building public trust in the criminal justice system requires addressing the past harm that has been perpetrated by the criminal legal system. MCDA acknowledges that harm has fallen disparately on communities of color. Therefore, the intention and expectation of establishing the JIU is that MCDA will address disparity in the criminal legal system. JIU will track the demographic information related to cases that it works on in order to measure that impact, and to ensure that this unit does not increase disparities that already exist.

This program offer was developed coordination with national technical assistance provider Fair and Just Prosecution, who supplied MCDA with best practices and materials from well established-JIUs around the country.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of cases the JIU engages with and the demographics of the people associated with them. | N/A | N/A | N/A | 60 |
| Outcome | MCDA posture (support/oppose) in cases of innocence, parole, and clemency; demographics of those impacted. | N/A | N/A | N/A | 60 |

Performance Measures Descriptions

MCDA has not previously tracked the number of conviction related reviews it performs. This position will establish centralized intake and data collection.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$115,537 | \$148,850 |
| Total GF/non-GF | \$0 | \$0 | \$115,537 | \$148,850 |
| Program Total: | \$0 | | \$264,387 | |
| Program FTE | 0.00 | 0.00 | 0.44 | 0.56 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------------|
| Intergovernmental | \$0 | \$0 | \$0 | \$148,850 |
| Total Revenue | \$0 | \$0 | \$0 | \$148,850 |

Explanation of Revenues

\$148,850 Edward Byrne Justice Assistance Grant (JAG) pass through from City of Portland - funds 0.56 FTE of a DDA4

Significant Program Changes

Last Year this program was:

This is a new program offer. Some of the work that the JIU will undertake is currently dispersed throughout the office, but lacks intentional leadership and priority. Consolidating work into one unit will improve quality and consistency and increase MCDA's ability to engage with community and legal service providers through a single point of contact. Attorneys, victims advocates and other MCDA will be engaged by JIU staff with knowledge about particular cases on a more limited basis.

Department: District Attorney **Program Contact:** Mike Schmidt
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Justice Integrity Unit (JIU) Expansion will increase the number of community members who have old convictions expunged and fines and fees forgiven. MCDA will accomplish this with new staff dedicated to this work. This program will serve individuals who have incurred negative collateral consequences of convictions. These people are disproportionately people of color and people with limited means. People will be able to access this program in person at MCDA, in locations in the community, and on-line. Importantly, this work will happen every day in Multnomah County, not just quarterly.

Program Summary

An expanded Justice Integrity Unit (JIU) will provide MCDA with an additional attorney and administrative staff to actively engage with community members to support them to expunge old convictions and address fines and fees—so-called collateral consequences of criminal legal involvement. JIU will work with community groups to significantly reduce barriers and encourage engagement in the legal process. Addressing collateral consequences of criminal legal involvement allows those impacted to access essential resources like housing, lines of credit, driver’s licenses, and better employment opportunities. It also alleviates many complex stressors, reduces hopelessness, and lessens the generational trauma and impact of criminal involvement. This will result in stronger families, safer streets, and thriving communities where the criminal justice system can restore those effected, not just burden them.

This program will have a reduce racial disparity of collateral consequences of criminal legal involvement. Due to the pandemic, Legal Services Day was presented virtually. MCDA tracked who was served before and after this shift. When barriers to participating in person at the County Courthouse were removed, the participation of women jumped from 40% to 67%. People of color served increased from 42% to 58%, with even greater gains for women of color. MCDA anticipates that by staffing this consistently, and by making outreach to community groups core to the responsibilities of the role, similarly dramatic positive outcomes for these populations will continue.

This program is a cornerstone of answering the call from this summer’s demonstrations to actively reduce the disparity that the criminal legal system has had on people of color. The expanded JIU will repair past harms and assist people who have already been held accountable to move on with their lives and thrive.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number and demographics of people served by the JIU. | N/A | N/A | N/A | 300 |
| Outcome | Number of expunged convictions; cumulative value of fines and fees eliminated. | N/A | N/A | N/A | 300 |

Performance Measures Descriptions

MCDA has not previously tracked the number of people served by quarterly Legal Services Days. This position will establish centralized intake and data collection.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$259,794 | \$0 |
| Materials & Supplies | \$0 | \$0 | \$206 | \$0 |
| Total GF/non-GF | \$0 | \$0 | \$260,000 | \$0 |
| Program Total: | \$0 | | \$260,000 | |
| Program FTE | 0.00 | 0.00 | 1.56 | 0.00 |

| Program Revenues | | | | |
|------------------|-----|-----|-----|-----|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: District Attorney

Program Contact: 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 & short range planning and daily operational oversight for Division I, which is responsible for protecting some of the most vulnerable and diverse children, adults and families in the county. This division includes the Multi-Disciplinary Child Abuse Team (MDT), Domestic Violence (DV) Unit, Juvenile Court Unit, and Support Enforcement Division (SED). Although racial minorities are over-represented as victims of abuse and as criminal defendants, DDAs and victim advocates engage with these families to reduce disparities and increase access to services. The chief deputy district attorney (CDDA) directs these activities in a variety of leadership and liaison positions inside and outside the office to make the community more livable and equitable.

Program Summary

The Chief Deputy District Attorney (CDDA) 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 safety of children, teens, domestic violence survivors and families in the County. The CDDA regularly discusses case strategy, potential legal barriers and appropriate case resolutions to determine appropriate, consistent and equitable pretrial resolutions. Additionally, the CDDA prosecutes criminal abuse cases.

Racial minorities and low income community members are over-represented both as victims of abuse and criminal defendants. Division 1 seeks to purposely address disparities by protecting vulnerable community members. The MDT/Child Abuse Unit prosecutes felony crimes where children are victims of homicide, physical and sexual abuse and neglect. This unit 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. Juvenile seeks community protection, reformation of the youth and restitution to crime victims while strengthening families via dependency. 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 & RO violations. The Division 1 Chief Deputy performs a critical, family justice liaison role with outside partners, including Department of Human 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of Division 1 Cases Reviewed (DV, MDT, Juvenile) | 4,930 | 4,758 | 4,507 | 4,718 |
| Outcome | Amount of Child support collected (in Millions) | 33 | 31 | 33 | 32 |

Performance Measures Descriptions

Legal / Contractual Obligation

ORS 8.760 - Deputies may be authorized and paid by county. The county court or board of county commissioners may empower the district attorney to appoint one or more deputy district attorneys whose compensation shall be fixed by the county court or board of county commissioners and paid out of the county funds in the same manner as county officers are paid. [Amended by 1961 c.586 §4]

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$332,492 | \$0 | \$334,272 | \$0 |
| Materials & Supplies | \$5,300 | \$0 | \$4,500 | \$0 |
| Internal Services | \$168,991 | \$0 | \$20,669 | \$0 |
| Total GF/non-GF | \$506,783 | \$0 | \$359,441 | \$0 |
| Program Total: | \$506,783 | | \$359,441 | |
| Program FTE | 1.00 | 0.00 | 1.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 15100 Division I Administration

Due to the COVID-19 Pandemic and school closures, among other things, mandatory child abuse reporting decreased. Law enforcement resources were redirected and child protective services were constrained. The child advocacy center, CARES NW, medically evaluated fewer children. This reduced the number of child abuse cases referred to MCDA. Criminal trials have nearly stopped. Because of the pandemic, MCDA had to rotate attorneys and staff into the office as required for critical duties and shifted to telework occasionally. Employees are still in-person working, physically appearing in court and going out into the community to serve while many other partners/departments have not engaged in in-person services. All of these circumstances, combined with ending the county's evolved MDT child system which co-housed law enforcement, DHS and prosecutors—an international recognized model that had existed since the 1990s—has lessened the coordination, communication and collaboration that is essential to stop child abuse, strengthen families and address disparate impacts of abuse. Family stressors, aggravated by the pandemic, dramatically increased the number of domestic violence cases referred to MCDA. SED has, however, been able to collect more funds for children and families. Internal service charges previously consolidated in this program are now allocated to individual units in Division I.

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 makes the community safer and seeks restitution for crime victims while prioritizing reformation of youth rather than punitive measures. Via delinquency, this unit works with Multnomah County's Juvenile Services division and prosecutes youths under 18 years of age who commit crimes against members of the community and 2) protects children, promotes skill-building and enhances parental capacity via limited dependency. Under SB1008 this program now has additional responsibilities to prosecute youth ages 15, 16, and 17 who victimize community members by committing violence felonies such as murder, rape and serious assaults. This program seeks to reduce disparities by diverting youth out of the system while still providing for reformation and restitution for victims.

Program Summary

This program makes the community safer, reduces juvenile delinquency and provides fair, impartial and equitable procedures for the initiation, adjudication and disposition of allegations of delinquent conduct. This conduct includes minor misdemeanors to serious felonies—including murder, rape, and serious assaults under SB1008. 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 pursue equity and reduce the number of youth exposed to the adult criminal system.

This Unit is involved with the Anne E. Casey Foundation's Juvenile Detention Alternatives Initiative (JDAI). This unit provides 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. MCDA provides 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 has resulted in youth being charged inappropriately. This unit seeks to provide the principles of accountability and reformation without pulling a youth further into the Juvenile System. Deputy district attorneys coordinate with the Department of Human Services, DCJ and juvenile court counselors to serve families impacted by the system. 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 to increase equity and reduce the overrepresentation of racial minorities in the child welfare system. System partners, including judicial, children's attorneys, and parents' attorneys continue to note it is essential for MCDA to remain involved in dependency matters to ensure that children are safer and protective capacity of families is strengthened. Over the years, however, elimination of federal and state funding as well as other funding constraints has reduced work on juvenile justice reform issues, reduced public safety, reduced dependency, reduced engagement in the youth crossover practice model, reduced youth reformation and victim input regarding system decisions.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Cases reviewed for Delinquency and Dependency | 1,658 | 1,558 | 1,242 | 1,590 |
| Outcome | Early intervention program participants _% less likely to recidivate than non-participants | N/A | 39% | N/A | N/A |
| Outcome | Delinquency cases diverted from formal system involvement | 400 | N/A | 300 | 400 |

Performance Measures Descriptions

Performance measure #2 will no longer be used as recidivate data is not available. Performance Measure #3 will be used as it shows cases diverted from prosecution into alternate resolutions.

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.[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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,629,288 | \$0 | \$1,691,668 | \$0 |
| Contractual Services | \$14,000 | \$0 | \$3,000 | \$0 |
| Materials & Supplies | \$74,000 | \$0 | \$26,000 | \$0 |
| Internal Services | \$0 | \$0 | \$186,019 | \$0 |
| Total GF/non-GF | \$1,717,288 | \$0 | \$1,906,687 | \$0 |
| Program Total: | \$1,717,288 | | \$1,906,687 | |
| Program FTE | 9.00 | 0.00 | 9.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 15101A Juvenile Court Trial Unit

This program now combines 15101A and last year's 15101B (allowing MCDA to continue dependency in a reduced role). New obligations, under SB 1008, to prosecute complex murder, robbery and sexual assault cases has increased the workload of this unit.

Under COVID, dependency hearings and trials are remote. Resolution in delinquency cases, however, have slowed because of the need to be in-person in some hearings and trials. This unit has adapted well to remote proceedings. Because kids are not in schools, access to mandatory reporters has decreased; DHS has fewer reports of abuse. Law Enforcement submissions also decreased because of stretched resources due to expanded civil unrest and violence combined with decreased funding.

Internal service charges are increased reflecting a change to allocate facilities, data, distribution, telecommunications, and fleet services in individual units. Previously these costs were consolidated in 15001 - Administrative Support Services, 15002 - Information Technology, and the Division I, II, III, and IV Administration program offers.

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 serious social, economic and public health concern which this program addresses. The DV Unit prosecutes felonies and misdemeanors crimes committed against members of the community including physical and sexual assaults, homicides and violations of restraining orders. Additionally, this unit responds to mental health concerns in Multnomah County Mental Health Court. These lawyers work closely with victim advocates to ensure trauma-informed support for survivors and their children while providing outreach to essential services. This unit strives to build trust, seek equitable outcomes and make the lives better for community members who have experienced violence within their families.

Program Summary

This program prosecutes 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, family and community safety while seeking defendant accountability--especially for underserved populations-- including 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. Additionally, these DDAs advocate for community-oriented interventions to help support survivors and their children in breaking the generational cycle of family violence thereby reducing disparities and harmful health consequences from domestic violence., Moreover, the unit works to ensure that each victim is treated respectfully, compassionately with dignity and equity. The Victim Assistance Program assigns an advocate to each case to provide culturally specific outreach and assist survivors in obtaining comprehensive wrap around support services to help achieve equity, remove barriers, and alleviate survivors' psychological, social, and financial fears. The unit collaborates with state and local law enforcement, the Multnomah County Department of Community Justice and a variety of local nonprofit domestic violence organizations and shelters. This unit works closely with 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, equity and offender accountability. This program offers deferred sentencing where first time offenders earn a dismissal of charges with successful completion of a highly supervised and closely monitored program that includes batterer's intervention strategies and counseling. 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 to address non-criminal needs.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | All DV cases Reviewed (Felony, Misdo, VRO) | 3,034 | 2,727 | 3,100 | 3,100 |
| Outcome | Percentage of presumptively prison eligible defendants diverted from prison to community supervision | 58% | 72% | 65% | 65% |
| Output | Number of underserved victims/survivors served through case consultation/contacts-VAWA | 248 | 200 | 438 | 438 |
| Outcome | Numbers of offenders charged/prosecuted for harming underserved community members-VAWA | 166 | 45 | 364 | 364 |

Performance Measures Descriptions

Added VAWA Performance measures.

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.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,827,703 | \$108,325 | \$1,893,300 | \$108,328 |
| Contractual Services | \$36,000 | \$0 | \$48,000 | \$0 |
| Materials & Supplies | \$22,200 | \$0 | \$18,000 | \$0 |
| Internal Services | \$0 | \$19,834 | \$227,357 | \$19,834 |
| Total GF/non-GF | \$1,885,903 | \$128,159 | \$2,186,657 | \$128,162 |
| Program Total: | \$2,014,062 | | \$2,314,819 | |
| Program FTE | 10.40 | 0.60 | 10.44 | 0.56 |

| Program Revenues | | | | |
|----------------------|------------|------------------|------------|------------------|
| Intergovernmental | \$0 | \$128,159 | \$0 | \$128,162 |
| Total Revenue | \$0 | \$128,159 | \$0 | \$128,162 |

Explanation of Revenues

This program generates \$19,834 in indirect revenues.

\$128,162 Stop Violence Against Women (VAWA) Formula Competitive Grant - funds 0.56 FTE of a DDA2

Significant Program Changes

Last Year this program was: FY 2021: 15102A Domestic Violence Unit

MCDA sought and obtained a Violence Against Women Act (VAWA) grant to fund a prosecutor to serve underserved community members. The grant partially funds a DDA and the county funded FY 2021 15102B-VAWA to fill this funding gap for this essential position. Tracking the number of community members who qualify as VAWA, has revealed that there are more victims/cases than the VAWA prosecutor can be assigned. To meet this demand, many of these cases have had to be assigned to other members of the Unit who coordinate w/ the VAWA DDA. Given COVID conditions, civil unrest and violence, family stressors have increased and community members are experiencing increased violence. DV case submissions and DV homicides increased. These conditions illustrate that staffing and funding to save lives and stop the violence is needed. Although members of this unit sometimes work remotely, lawyers, victim advocates and staff have continued to work in-person at personal risk to meet survivors' needs, and advocate for survivors' physical safety. Internal service charges are increased reflecting a change to allocate facilities, data, distribution, telecommunications, and fleet services in individual units. Previously these costs were consolidated in 15001-Administrative Support Services, 15002-Information Technology, and the Div I, II, III, and IV Administration program offers.

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 is child-centered. It serves three primary functions: 1) Prosecute felony crimes against children 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 equitable practices and policies to investigate and prosecute abuse—which disparately impacts families of color-- 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.

This program prosecutes 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 the 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of Dependency/Criminal Case reviewed | 238 | 285 | 231 | 285 |
| Outcome | Percentage of presumptively prison eligible defendants diverted from prison to community supervision | 57% | 42% | 42% | 42% |

Performance Measures Descriptions

Legal / Contractual Obligation

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,222,831 | \$204,523 | \$1,258,162 | \$216,969 |
| Contractual Services | \$18,000 | \$703,557 | \$31,700 | \$672,039 |
| Materials & Supplies | \$16,300 | \$25,275 | \$18,000 | \$22,375 |
| Internal Services | \$0 | \$37,449 | \$144,683 | \$37,506 |
| Total GF/non-GF | \$1,257,131 | \$970,804 | \$1,452,545 | \$948,889 |
| Program Total: | \$2,227,935 | | \$2,401,434 | |
| Program FTE | 5.00 | 2.00 | 5.00 | 2.00 |

| Program Revenues | | | | |
|----------------------|------------|------------------|------------|------------------|
| Intergovernmental | \$0 | \$970,804 | \$0 | \$948,889 |
| Total Revenue | \$0 | \$970,804 | \$0 | \$948,889 |

Explanation of Revenues

This program generates \$37,506 in indirect revenues.
\$948,889 State Child Abuse Multidisciplinary Intervention (CAMI) Grant

Significant Program Changes

Last Year this program was: FY 2021: 15103 MDT - Child Abuse Unit

Since FY 2020 the MDT unit has been at the Juvenile Court Building on 68th and Glisan. In FY 2021 Gresham Police Department (GPD) and Portland Police Bureau (PPB) child abuse detectives discontinued co-housing investigators which impacted MDT coordination.

Additionally, COVID conditions, emergency procedures and law enforcement obligations have reduced the number of mandatory reports and investigations of child abuse which has resulted in far fewer police and DHS investigations submitted to this unit to review. Because of COVID, trials have stopped; this delay in resolution negatively impacts child victims and their families. Internal service charges are increased reflecting a change to allocate facilities, data, distribution, telecommunications, and fleet services in individual units. Previously these costs were consolidated in 15001-Administrative Support Services, 15002-Information Technology, and the Div I, II, III, and IV Admin program offers.

Department: District Attorney **Program Contact:** John Casalino
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: Backfill State/Federal/Grant

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 and culturally specific support their children need to grow and thrive. OCSP delegates the authority of non-public assistance cases to county district attorney offices. These child support payments are essential for promoting equitable outcomes and helping struggling members of the community provide for their children and families.

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-\$33 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 the 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 the 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. This support is crucial to overcome system barriers and move towards more equitable outcomes for members of the community

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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
| Output | Average number of Families (cases) assisted each month | 7,584 | 7,900 | 7,584 | 7,584 |
| Outcome | Dollars of child support collected (in millions) | \$33 | \$31 | \$33 | \$31 |

Performance Measures Descriptions

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$762,760 | \$2,362,866 | \$835,819 | \$2,408,244 |
| Contractual Services | \$0 | \$10,000 | \$3,400 | \$6,600 |
| Materials & Supplies | \$0 | \$52,650 | \$19,006 | \$36,894 |
| Internal Services | \$223,559 | \$782,924 | \$170,182 | \$890,512 |
| Total GF/non-GF | \$986,319 | \$3,208,440 | \$1,028,407 | \$3,342,250 |
| Program Total: | \$4,194,759 | | \$4,370,657 | |
| Program FTE | 4.51 | 21.09 | 4.98 | 20.62 |

| Program Revenues | | | | |
|---------------------------|------------|--------------------|------------|--------------------|
| Intergovernmental | \$0 | \$3,178,496 | \$0 | \$3,302,250 |
| Beginning Working Capital | \$0 | \$29,944 | \$0 | \$40,000 |
| Total Revenue | \$0 | \$3,208,440 | \$0 | \$3,342,250 |

Explanation of Revenues

This program generates \$560,157 in indirect revenues.

\$170,209 State General Fund

\$386,024 Federal Incentives

\$40,000 Program Fees (collected in the prior fiscal year and brought forward as Beginning Working Capital)

\$2,746,017 Federal Reimbursement

Significant Program Changes

Last Year this program was: FY 2021: 15104 Child Support Enforcement

Collections have increased this year to the highest ever--over \$33 million. This has allowed SED to get more funds directly into the hands of struggling parents so they could provide housing, clothing, food and other essentials for their children. SED has proven that it can adapt to a remote work environment and provide the highest level of service to Multnomah County families. SED aims to serve families in a way that promotes equity and engagement to parents in supporting their children financially and emotionally.

State funding reduction of \$26,127 is backfilled using county general funds and results in a partial FTE shift from Other Funds to General Fund

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. Although racial minorities are over-represented as crime victims and criminal defendants, Division II DDAs and DA victim advocates engage with the victims they serve to reduce the impacts of these disparities and increase direct access to services. Further, the Division II CDDA monitors plea bargaining practices to ensure consistency and improve equity of outcomes.

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 for 1) Unit C: a major felony trial unit consisting of 9 attorneys and 3 staff members; 2) the Pretrial Unit: a non-trial unit consisting of 7 attorneys and 15 staff members; and 3) the Misdemeanor Trial Unit: a trial unit consisting of 7 attorneys, 9 interns, and 5 staff members. The Division II CDDA also has primary responsibility for a select caseload of complex aggravated murder and murder cases.

The Division II CDDA meets regularly with deputy district attorneys to discuss case strategy, potential legal barriers, and appropriate case resolution. Racial minorities are persistently over-represented both as crime victims and as criminal defendants. However, Division II DDAs and DA victim advocates engage with the victims they serve to reduce the impacts of these disparities by improving victims' understanding of the criminal justice system and increasing their direct access to services. The CDDA also presides over weekly case staffing meetings to determine appropriate and consistent pretrial plea bargain offers for defendants facing mandatory minimum sentencing on their indicted charges. These decisions also incorporate input from crime victims and align with MCDA and County values around equity and inclusion.

Lastly, the Division II CDDA performs a critical, criminal justice liaison role with outside partners focused on gang and group 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 weekly Shooting Review, and the Community Peace Collaborative.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of Division II criminal cases reviewed for prosecution | 11,877 | 12,995 | 7,400 | 10,500 |
| Outcome | Number of Division II non-criminal fugitive cases, public record requests, extraditions, and expungements | 2,287 | 2,600 | 1,796 | 3,150 |

Performance Measures Descriptions

For additional background and historical information, please see last year's FY 2021 Informational Budget Packet: <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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$332,492 | \$0 | \$334,272 | \$0 |
| Contractual Services | \$1,000 | \$0 | \$0 | \$0 |
| Materials & Supplies | \$8,300 | \$0 | \$7,500 | \$0 |
| Internal Services | \$382,889 | \$0 | \$20,669 | \$0 |
| Total GF/non-GF | \$724,681 | \$0 | \$362,441 | \$0 |
| Program Total: | \$724,681 | | \$362,441 | |
| Program FTE | 1.00 | 0.00 | 1.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 15200 Division II Administration

Law enforcement is referring far fewer misdemeanor cases for prosecution in FY 2021 due to the COVID-19 pandemic and staffing shortages. MCDA is predicting an increase in referred cases for prosecution in FY 2022 and well as a continued increase in public records requests following current trends. Pending legislation may also result in a dramatically higher number of expungements in FY 2022. Simultaneously, MCDA is also experiencing a dramatic increase in felony prosecutions of firearms-related assaults and other crimes stemming from protest-related activities.

Internal service charges previously consolidated in this program are now allocated to individual units in Division II

Due to the pandemic, MCDA has rotated attorneys and staff into the office as required for critical duties and shifted many in-office responsibilities to telework where feasible. Attorneys are still required to appear in court on a variety of matters that do not allow for remote appearances.

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 major felony trial unit consisting of 9 deputy district attorneys (DDAs), 3 dedicated staff members, and assisted by victim advocates and investigators. Unit C is responsible for prosecuting a variety of serious, felony crimes including homicides, robberies, firearms offenses, gang and group-related crimes, vehicular homicides and assaults, arson, residential burglaries, and felony animal abuse. Unit C prosecutions utilize a trauma-informed approach with victimized community members. Unit C DDAs carefully consider the associated collateral consequences for racial and ethnic minority criminal defendants at the charging and resolution phases of a case in order to improve equity of outcomes.

Program Summary

Unit C works cooperatively with state and local law enforcement partners to target offenders and reduce instances of violent offenses. In the continuum of prosecution services, Unit C 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 and long-lasting impacts on crime victims. The program seeks to keep the community safe from serious person and property crimes while balancing the needs of traumatized victims and criminal defendants.

Unit C attorneys provide education regarding the criminal justice system to the public and regularly engage in community meetings and outreach to address the negative impact of group and gang violence in the community. MCDA utilizes evidence-based solutions to gang-related prosecutions and strategically collaborates with other law enforcement partners to break the retaliatory cycle of these violent crimes. Additionally, hundreds of felony firearms cases are handled by Unit C annually, resulting in both state and federal prosecutions for the illegal use, possession, and transfer of firearms.

Understanding the social and economic dynamics that fuel racial disparity in the criminal justice system is critical to reducing those disparities. Unit C DDAs participate in office-wide equity training and hold unit-specific discussions to identify ways of reducing racial disparities from case review to sentencing. Embedded within Unit C charging decisions and the ultimate case disposition is the consideration of collateral consequences for racial and ethnic minority criminal defendants. Unit C DDAs participate in weekly case staffings to ensure appropriate and consistent pretrial plea bargain offers to criminal defendants after seeking input from crime victims.

Unit C is also responsible for prosecuting all felony cases that result from unintentional vehicular collisions where serious physical injury or fatalities occur. Unit C DDAs are trained in accident reconstruction and assigned to the vehicular crimes team. Each DDA is on-call approximately seven weeks throughout the year to respond to vehicular crashes 24-hours a day.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Cases reviewed for prosecution by Unit C | 872 | 900 | 1,000 | 1,000 |
| Outcome | Percentage of presumptively prison eligible defendants diverted from prison to community supervision | 58% | 55% | 60% | 60% |

Performance Measures Descriptions

For additional background and historical information, please see last year's FY 2021 Informational Budget Packet: <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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$2,609,507 | \$0 | \$2,740,846 | \$0 |
| Contractual Services | \$44,000 | \$0 | \$58,250 | \$0 |
| Materials & Supplies | \$20,900 | \$0 | \$14,000 | \$0 |
| Internal Services | \$0 | \$0 | \$248,026 | \$0 |
| Total GF/non-GF | \$2,674,407 | \$0 | \$3,061,122 | \$0 |
| Program Total: | \$2,674,407 | | \$3,061,122 | |
| Program FTE | 12.00 | 0.00 | 12.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 15201 Unit C

In FY 2021, Unit C is experiencing a spike in firearms-related investigations and prosecutions. In 2020, there were 893 shooting incidents where a firearm was discharged and reported to Portland Police. This is a dramatic increase from 2019's 393 shooting incidents. Unit C has a corresponding increase in workload. Unit C is developing a program aimed at diverting cases that disparately affect high-risk members of impacted communities. Law enforcement continues to solicit the aid of Unit C DDAs to approve warrants and assist with criminal investigations and only some of these investigations result in viable prosecutions which are reflected case numbers. Unit C is also experiencing a dramatic increase in protest-related cases. Two Unit C DDAs work closely with the Strategic Prosecution Unit on processing the voluminous number of protest cases while maintaining their day-to-day unit obligations and a steadily growing caseload. COVID-19 continues to severely impact the case flow in the County's criminal justice system. COVID-19 impedes case resolutions and all in-court trial practice due to limitations set by local and Supreme Court judicial orders. New case initiation is restricted by the limited availability of grand jury. The pandemic requires Unit C to limit the presence of DDAs and staff physically in the office with remaining staff working remotely. Internal service charges increased due to reallocation to individual units.

Department: District Attorney **Program Contact:** Kirsten Snowden
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Misdemeanor Trial Unit (MTU) consists of 7 deputy district attorneys (DDAs), 9 interns, and 5 staff members. The MTU works collaboratively with the state courts and local law enforcement agencies to prosecute 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 MTU 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 in misdemeanor jury and bench trials. Deputy district attorneys (DDAs) also appear in court on plea entries, sentencing, probation violation hearings, daily arraignments, release hearings, and restitution hearings. All cases sent to the MTU are presumed to be trials, and for this reason, DDAs have to verify all discovery obligations are met, extend pretrial plea offers to the defense, subpoena all necessary witnesses, prepare direct and cross-examination, assemble all evidence and confer with victims on all cases. MTU DDAs must review, research, and respond to all written motions as part of trial preparation. All cases involving officer-initiated contact or use of force are also double screened to promote greater equity in these areas of policing and prosecution. MTU DDAs also prepare and litigate the civil commitment of allegedly mentally ill persons.

Many misdemeanor cases resolve in one of the specialty courts staffed by the MTU. Most non-violent offenders qualify for Community Court where they can earn a reduction or dismissal of their charges through community service or by 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 courts, prosecution, and social service providers. A large number of misdemeanor cases involve allegations of DUII, and specialty DUII Diversion and Expedited DUII dockets are staffed by MTU DDAs each week. MTU DDAs also handle the alternative disposition of misdemeanor-level drug cases through the Treatment First diversionary program. Community Court, DUII Diversion, and Ex DUII Plea alternative resolutions are similarly available to defendants at the East County Courthouse, which is staffed daily by MTU DDAs. Data shows Black, Indigenous, and Persons of Color (BIPOC) are traditionally overrepresented within the criminal justice system in the arrest and prosecution of low-level drug, transportation, property, and public order offenses. MCDA's MTU works to achieve greater equity through an ongoing commitment to alternative disposition for these types of offenses. Drug offenses, as well as most all misdemeanor property, public order, and transportation offenses are eligible for diversion and/or dismissal through Community Court.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Misdemeanor cases set for trial resolved | 2,005 | 2,000 | 1,700 | 1,700 |
| Outcome | Misdemeanor cases offered specialty court diversion | 2,552 | 3,700 | 3,000 | 3,000 |

Performance Measures Descriptions

MCDA has omitted the Output measurement of "Misdemeanor cases resolved with a trial." The Output metric has been modified in this offer to more accurately reflect the work being done by the MTU as generally the same processes and case preparation occurs regardless of whether cases resolve via pre-trial plea or through full trial litigation.

For additional background and historical information, please see last year's FY 2021 Informational Budget Packet: <https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fv-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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,893,115 | \$0 | \$1,796,790 | \$0 |
| Contractual Services | \$0 | \$0 | \$14,000 | \$0 |
| Materials & Supplies | \$16,650 | \$0 | \$18,500 | \$0 |
| Internal Services | \$0 | \$0 | \$227,647 | \$0 |
| Total GF/non-GF | \$1,909,765 | \$0 | \$2,056,937 | \$0 |
| Program Total: | \$1,909,765 | | \$2,056,937 | |
| Program FTE | 12.00 | 0.00 | 11.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 15202A Misdemeanor Trial Unit

There have been significant program changes to the MTU during FY 2021 as a result of COVID-19 and the Oregon State Chief Justice Order halting the litigation of out-of-custody misdemeanor criminal trials. Without an ability to litigate misdemeanor trials, traditional plea and/or alternative disposition courts have sharply declined, resulting in significant caseload increases for all attorneys in the MTU. A large number of open and pending cases will need to be resolved by MTU in FY 2021 when court functions resume. Many alternative resolution courts have also been administratively setting over cases during FY 2021 due to COVID-19, which will result in heavier than usual dockets and greater numbers of cases flowing through these courts in FY 2022. Internal service charges are increased reflecting a change to allocate facilities, data, distribution, telecommunications, and fleet services in individual units. Previously these costs were consolidated in 15001 - Administrative Support Services, 15002 - Information Technology, and the Division I, II, III, and IV Administration program offers. A 1.00 FTE reduction was submitted to meet general fund constraint and then restored in 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

The deputy district attorney (DDA) in 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. The DDA 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.

Program Summary

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. 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 person meets the criteria for involuntary commitment. At these hearings, the allegedly mentally ill person (AMIP) is represented by counsel and has a right to examine evidence and cross-examine all treating physicians, witnesses, 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. These hearings are conducted at various hospitals and psychiatric facilities located throughout the county and, 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 have increased. By law, a civil commitment hearing must be held within five judicial days of a hold initiated under ORS 426.070. Due to the firm statutory time constraints, these hearings also frequently exceed the standard 8-hour working court day.

Diversity, inclusion and equity are considered throughout all phases of the commitment process. The community mental health program director and/or local health officers initiating this process work to ensure treatment facilities are providing culturally specific services where possible. Further, all non-english speaking AMIPs, and non-english speaking providers, witnesses and victims are provided interpretation services for all hearings. Hearings are conducted in a manner designed to promote safety while still remaining as therapeutic as possible for persons suffering from mental illness. MCDA has transitioned from holding these hearings at the courthouse to holding them at local area hospitals and treatment facilities in an effort to reduce stress and trauma for participating AMIPs. This practice has resulted in significant reduction of use of force or restraint for involved AMIPs. AMIPs' race is not given or tracked as the identities of persons involved in these hearings are generally confidential for all purposes other than the commitment process.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of Civil Commitment holds reviewed | 2,950 | 2,000 | 2,004 | 2,000 |
| Outcome | Number of Civil Commitment proceedings conducted | 313 | 325 | 350 | 350 |

Performance Measures Descriptions

For additional background and historical information, please see last year's FY 2021 Informational Budget Packet: <https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

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. Under ORS 426.100(4)(b), the responsibility for representing the state's interest in commitment proceedings is the "district attorney if requested to do so by the governing body of the county."

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$175,108 | \$0 |
| Materials & Supplies | \$0 | \$0 | \$3,158 | \$0 |
| Total GF/non-GF | \$0 | \$0 | \$178,266 | \$0 |
| Program Total: | \$0 | | \$178,266 | |
| Program FTE | 0.00 | 0.00 | 1.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 15202B Civil Commitment - Deputy District Attorney (1.00 FTE)

MCDCA is experiencing roughly a 10% increase in overall commitments in FY 2021, likely a result of increasing County population and decreased services through Oregon State Hospital and local area providers. Beginning in March of 2020, these hearings moved to a fully remote platform with AMIPs appearing for hearings from their respective hospital or treatment facilities, and the parties, witnesses and court appearing through WebEx. This process has promoted greater safety for the parties, court and witnesses involved, but requires greater amounts of case preparation to meet with witnesses in advance of remote appearances, and to electronically file copies of all exhibits prior to hearings. Overall, the conversion to remote appearance has increased the DDA workload involved in these hearings but has improved the process.

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 deputy district attorneys (DDAs) are responsible for reviewing and issuing all misdemeanor cases other than those involving domestic violence. The Pretrial Unit also coordinates all judicial appeal cases, civil litigation, post-conviction cases, felony arraignments, habeas proceedings, fugitive and extradition matters, out of state material witness cases, public records requests, and appeals. Pretrial also oversees the administration of the grand jury process and body-worn camera review.

Program Summary

The Pretrial Unit handles the first and last contacts that most individuals accused of a crime have with the judicial system. MCDA is mindful of that role and view these important decisions through an equity lens, cognizant of the disparate impacts on different parts of the community as victims of crime and criminal defendants. Pretrial DDAs review all non-domestic violence misdemeanor charges referred to MCDA and determine whether or not to initiate prosecution. On average this is about 1,000 cases per month (when not artificially suppressed by the pandemic). On all felony matters, a Pretrial DDA appears at arraignment and presents the State's position as to what level of restraint on a defendant's liberty, if any, is appropriate prior to trial. MCDA recognizes this as an extraordinary responsibility and often the most critical point of a case in terms of immediate collateral consequences on defendants who may or may not ever be convicted. Pretrial DDAs work to promote consistency in positions on release and ensure just and fair outcomes.

After criminal case convictions, the Pretrial Unit evaluates and, where necessary, litigates post-conviction relief cases involving claims of wrongful conviction or ineffective assistance of counsel. Pretrial also manages the steadily increasing flow of applications to seal criminal records. MCDA works to expeditiously advance eligible applicants' motions to have their criminal records expunged. This allows people who have exited the criminal justice system without incident for several years to avoid numerous collateral consequences that flow from having a criminal record. MCDA has modified its policies to reduce the number of defendants who would be denied expungement based on an inability to pay fines and fees in other matters. The result is equitable social outcomes for populations that are over-represented in the criminal justice system, and thus inequitably disadvantaged by it.

Pretrial handles many other duties that do not fit neatly into a trial unit, including fugitive and extradition matters, public records requests and appeals, criminal appellate coordination, administration and training for all three grand jury panels in Multnomah County, and advice and legal consultation with other attorneys on a wide range of topics.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Misdemeanor cases reviewed for prosecution | 10,881 | 12,328 | 6,400 | 13,000 |
| Outcome | Number of applications received to set aside criminal convictions | 1,672 | 2,250 | 1,100 | 2,400 |

Performance Measures Descriptions

For additional background and historical information, please see last year's FY 2021 Informational Budget Packet:
<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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$2,905,554 | \$0 | \$3,029,151 | \$0 |
| Contractual Services | \$31,200 | \$0 | \$34,000 | \$0 |
| Materials & Supplies | \$37,659 | \$0 | \$16,500 | \$0 |
| Internal Services | \$0 | \$0 | \$436,114 | \$0 |
| Total GF/non-GF | \$2,974,413 | \$0 | \$3,515,765 | \$0 |
| Program Total: | \$2,974,413 | | \$3,515,765 | |
| Program FTE | 21.10 | 0.00 | 21.10 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 15204A Pretrial

During FY 2021 incoming case numbers, both as to expungements and new misdemeanor cases, have plummeted due to system-wide process changes to manage the COVID-19 pandemic. Put simply, the police are arresting many fewer individuals for misdemeanor crimes. Simultaneously, MCDA has imposed temporary reductions in the types of cases that are charged criminally. Historically, MCDA has issued around 65% of misdemeanor cases referred to us. From March 2020 to the end of the fiscal year, that dropped to 27% as the office works to limit the backlog of work flowing into the Misdemeanor Trial Unit. MCDA was able, with some inefficiencies, to transition most Pretrial DDAs to telework. However, throughout the pandemic, Pretrial continues to staff in person the daily arraignment courts for those defendants in custody. The office has made substantial efforts to increase risk tolerance for pre-trial release and work with system partners to reduce the jail population to the lowest levels recent history in an attempt to limit the spread of disease in the jail. Internal service charges are increased reflecting a change to allocate facilities, data, distribution, telecommunications, and fleet services in individual units. Previously these costs were consolidated in 15001 - Administrative Support Services, 15002 - Information Technology, and the Division I, II, III, and IV Administration program offers.

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 focuses on equity, fairness and justice in providing leadership, policy direction, long and short range planning and daily operational oversight for Division III. This division includes Unit D - violent person crimes, the Strategic Prosecution Unit, Multnomah County Justice Reinvestment Project and Data Analysis (MCJRP), Human Trafficking Unit and Unit A/B Property and Drug Crimes.

Program Summary

The CDDA of Division III is a member of senior level management with specific division level responsibilities to provide equity focused leadership, policy direction, strategic planning, problem solving and daily operational oversight for the division, directly impacting safety of community members. The CCDA has direct and daily oversight responsibility for deputy district attorneys working in felony trial units: Unit D-violent person crimes, Strategic Prosecution Unit, Multnomah County Justice Reinvestment Project and Data Analysis, Human Trafficking Unit and Unit A/B-property and drug crimes.

BIPOC and LGTBQ community members are disproportionality represented both as persons accused of crimes prosecuted in these trial units and as survivors of these crimes. Therefore, the CDDA of Division III encourages staff through daily and weekly meetings to seek equitable, fair and unbiased case resolutions. Evidence based sentencing recommendations focusing on mental health and addiction treatment rather than incarceration whenever possible is the favored outcome whenever possible to best serve public safety.

Remote meetings and electronic communications are utilized whenever possible due to the COVID-19 pandemic.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Total number of violent person crimes reviewed. | 3,387 | 3,600 | 3,818 | 3,900 |
| Outcome | Total number of violent person crimes issued. | 2,094 | 2,250 | 2,300 | 2,150 |

Performance Measures Descriptions

"Violent person crimes" include homicides and hate crimes, human trafficking and property and drug crimes.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$332,492 | \$0 | \$334,272 | \$0 |
| Contractual Services | \$12,000 | \$0 | \$3,000 | \$0 |
| Materials & Supplies | \$7,500 | \$0 | \$13,000 | \$0 |
| Internal Services | \$30,024 | \$0 | \$20,669 | \$0 |
| Total GF/non-GF | \$382,016 | \$0 | \$370,941 | \$0 |
| Program Total: | \$382,016 | | \$370,941 | |
| Program FTE | 1.00 | 0.00 | 1.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 15300 Division III Administration

Internal service charges previously consolidated in this program are now allocated to individual units in Division III.

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 prosecutes property crimes, including auto theft and elder fraud and commercial drug delivery and manufacturing cases. The Human Trafficking Unit protects survivors of human trafficking, primarily women and children, using a trauma-informed, victim-centered approach. BIPOC community members are disproportionately impacted by human trafficking. Deputy District Attorneys seeks to establish safety and trust with trafficking survivors.

Program Summary

Unit A/B prosecutes property crimes and elder fraud and commercial drug offenses. Unit Prosecutors are aware that property crimes disproportionality affect BIPOC and other underserved communities. Crime victims who can least afford property damage or loss, fraud or theft suffer the most. When the interests of public safety may be best served, sentencing recommendations are presented to the court focused on supervised mental health and drug addiction treatment rather than jail or prison.

The Human Trafficking Unit acknowledges that historical inequities and structural racism contribute to the overrepresentation of BIPOC community members among those who are trafficked. The average age of trafficked survivors is under 16 years of age. Prosecutors work with community and system-based advocates focused on the safety and privacy of the survivors. Investigations and prosecutions commence only with victim consent. Outcome measures include the number of trafficking victims who receive assistance. Both prosecutors in the unit are members of BIPOC communities. The number of cases is expected to increase next year because most trafficking occurs online and due to the COVID-19 pandemic, more children are exposed to grooming behavior by offenders as they are on-line for school, entertainment and as an alternative to in-person activities.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Cases Issued | 1,623 | 3,000 | 2,916 | 1,123 |
| Outcome | % of presumptive prison cases diverted to community supervision. | 50% | 76% | 77% | 80% |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$3,526,011 | \$136,545 | \$3,431,143 | \$127,571 |
| Contractual Services | \$2,000 | \$0 | \$7,000 | \$0 |
| Materials & Supplies | \$49,000 | \$0 | \$39,000 | \$5,592 |
| Internal Services | \$0 | \$19,110 | \$393,143 | \$17,542 |
| Total GF/non-GF | \$3,577,011 | \$155,655 | \$3,870,286 | \$150,705 |
| Program Total: | \$3,732,666 | | \$4,020,991 | |
| Program FTE | 20.00 | 0.50 | 18.51 | 0.49 |

| Program Revenues | | | | |
|---------------------------|------------|------------------|------------|------------------|
| Intergovernmental | \$0 | \$155,655 | \$0 | \$145,113 |
| Beginning Working Capital | \$0 | \$0 | \$0 | \$5,592 |
| Total Revenue | \$0 | \$155,655 | \$0 | \$150,705 |

Explanation of Revenues

This program generates \$17,542 in indirect revenues.
 \$76,993 State Child Abuse Multidisciplinary Intervention (CAMI) Grant (0.28 FTE DDA3 handling child abuse human trafficking cases)
 \$68,120 State CJC START Court Grant (0.20 FTE DDA3 for Success through Accountability, Restitution, and Treatment (START) specialty court)
 \$5,592 Beginning Working Capital – Federal Equitable Sharing Forfeiture

Significant Program Changes

Last Year this program was: FY 2021: 15301 Unit A/B - Property/Drugs/Human Trafficking

In response to the COVID-19 pandemic, prosecutors telework when possible and conduct meetings with victims, advocates and the court remotely. Witnesses are encouraged to testify remotely when possible, promoting health and safety. Internal service charges are increased reflecting a change to allocate facilities, data, distribution, telecommunications, and fleet services in individual units. Previously these costs were consolidated in 15001 - Administrative Support Services, 15002 - Information Technology, and the Division I, II, III, and IV Administration program offers.
 A 1.50 FTE reduction was submitted to meet general fund constraints and then restored in 15301B.



Program #15301B - Unit A/B - Property/Drugs/Human Trafficking Restoration 6/24/2021

Department: District Attorney **Program Contact:** Don Rees

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

Related Programs:

Program Characteristics:

Executive Summary

Deputy District Attorney level 2 manages a case load of over 100 felony property and cases. Restoration of position allows for issuing theft and forgery cases per parameters of Oregon law rather than internal policy which will limit issuing such cases where loss amount is in excess of ten thousand dollars.

Subpoena clerk prepares and transmits subpoenas for grand jury hearings, motion hearings, trials and other court matters where witness attendance is required. Communicates with witnesses and attorneys regarding scheduling and logistics. Encourages remote testimony in light of COVID-19 Pandemic.

Program Summary

Deputy District Attorney level 2 in the property/drug unit seeks equitable resolutions and treatment rather than incarceration when public safety benefits.

Consults with law enforcement investigators, reviews submitted cases, issues cases, and conducts hearings before the grand jury. This position also conducts legal research, prepares and submits legal memorandums, negotiates pre trial settlement conferences and litigates contested motions and hearings in court. Restoration of position allows for issuing theft and forgery cases per parameters of Oregon law rather than internal policy which will limit issuing such cases where loss amount is in excess of ten thousand dollars.

Subpoena clerk assists deputy district attorneys in property/drug crimes unit preparing and transmitting subpoenas for grand jury hearings, motion hearings, trials and other court proceedings where witness attendance is required. This position coordinates with witnesses regarding scheduling.

In light of COVID-19 Pandemic, subpoena clerk encourages witnesses to testify remotely whenever possible. Subpoena clerk is aware of need to treat all persons equitably and fairly without bias or prejudice.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Cases Issued | N/A | N/A | N/A | 500 |
| Outcome | Percentage of felony level theft and fraud cases where defendant faces presumptive prison diverted to probation | 50% | 77% | 77% | 80% |

Performance Measures Descriptions

Prosecutor screens and issues felony level theft and fraud cases that would otherwise be issued as misdemeanor cases.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$230,734 | \$0 |
| Materials & Supplies | \$0 | \$0 | \$4,736 | \$0 |
| Total GF/non-GF | \$0 | \$0 | \$235,470 | \$0 |
| Program Total: | \$0 | | \$235,470 | |
| Program FTE | 0.00 | 0.00 | 1.50 | 0.00 |

| Program Revenues | | | | |
|------------------|-----|-----|-----|-----|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: District Attorney
Program Offer Type: Existing Operating Program
Related Programs:
Program Characteristics:

Program Contact: Don Rees
Program Offer Stage: As Adopted

Executive Summary

Deputy District Attorneys in Unit D (Violent Person Crimes) are responsible for prosecuting the most serious crimes in Multnomah County including hate and bias crimes, child pornography, sexual assaults and homicides. These crimes disproportionately impact BIPOC and LGBTQ communities. Equity is considered in all phases of case review and issuing, pre-trial case resolutions and sentencing. Hate crimes and homicide rates are increasing. Remote meetings, telework and electronic communications are relied on daily due to the COVID pandemic.

Program Summary

Unit D provides prosecution services for victims of the most violent crimes in Multnomah County. Deputy District Attorneys in Unit D seek justice and fairness for survivors and victims of hate and bias crimes, sexual assaults and homicides who are disproportionately members of BIPOC and LGBTQ communities. Deputy District Attorneys work closely with victim advocates who have culturally specific skills and backgrounds. Because those who commit these crimes are also disproportionately represented, Deputy District Attorneys seek equitable resolutions for cases.

Hate and bias crimes are reported and prosecuted at an increasing rate. These cases are highly sensitive and require a trauma informed approach by Unit D prosecutors. Homicide rates have doubled, following national trends and create an increasing caseload in Unit D. The COVID pandemic is believed to be one reason for the increase in homicides, and other factors are undoubtedly also involved.

Data analysis tracks cases screened, issued and resolved in Unit D. Outcome measurements include restitution awarded to victims, and cases resolved with treatment options for offenders when community safety benefits.

The COVID pandemic impacts on Unit D include remote meetings with victims and investigators, remote testimony at grand jury proceedings and some court hearings.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Percentage of presumptively prison eligible defendants diverted from prison to community supervision. | 57.8% | 52% | 52% | 60% |
| Outcome | Percentage of cases with a crime victim/sexual assault survivor | 94% | 92% | 92% | 92% |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,753,079 | \$235,458 | \$1,776,299 | \$66,472 |
| Contractual Services | \$110,000 | \$0 | \$39,000 | \$0 |
| Materials & Supplies | \$29,200 | \$0 | \$11,500 | \$0 |
| Internal Services | \$0 | \$54,438 | \$170,953 | \$15,461 |
| Total GF/non-GF | \$1,892,279 | \$289,896 | \$1,997,752 | \$81,933 |
| Program Total: | \$2,182,175 | | \$2,079,685 | |
| Program FTE | 8.00 | 1.00 | 8.00 | 0.26 |

| Program Revenues | | | | |
|----------------------|------------|------------------|------------|-----------------|
| Intergovernmental | \$0 | \$289,896 | \$0 | \$81,933 |
| Total Revenue | \$0 | \$289,896 | \$0 | \$81,933 |

Explanation of Revenues

This program generates \$15,461 in indirect revenues.
 \$81,933 IGA with the City of Portland for Bureau of Justice Assistance National Sexual Kit Initiative (SAKI) Grant Funds

Significant Program Changes

Last Year this program was: FY 2021: 15304 Unit D - Violent Person Crimes

The Sexual Assault Kit Initiative (SAKI) grant will end 9/1/21 resulting in a loss of personnel funding of \$188,506 from 15304A. A new program offer 15304B - Unit D - Gun Violence restores the lost funding with general funds.

Internal service charges are increased reflecting a change to allocate facilities, data, distribution, telecommunications, and fleet services in individual units. Previously these costs were consolidated in 15001 - Administrative Support Services, 15002 - Information Technology, and the Division I, II, III, and IV Administration program offers.

Department: District Attorney**Program Contact:** Don Rees**Program Offer Type:** Innovative/New Program**Program Offer Stage:** As Adopted**Related Programs:****Program Characteristics:** Backfill State/Federal/Grant

Executive Summary

The prosecutor formerly funded by the terminated Sexual Assault Kit Initiative (SAKI) grant will perform some remaining SAKI related work particularly in the first quarter of FY 2022 but will pivot to address a sharp increase in gun violence, assaults and homicides. Because of the COVID-19 pandemic much of the work will be performed remotely.

Program Summary

The SAKI prosecutor previously received grant funding through a national program to eliminate a backlog of untested sexual assault forensic evidence. The grant funding has ended and the backlog has been eliminated, although some cases remain under investigation or litigation. The former SAKI grant prosecutor will continue to perform this work largely in the first quarter of FY 2022. The former SAKI prosecutor will pivot towards combating a sharp increase in gun violence, assaults and homicides, assisting prosecutors in Unit D who focus on the most violent crimes in the community. Data analysis will be used to track results and to ensure equity and fairness. Offenders will be diverted from prison to benefit community safety. Because of the COVID-19 pandemic, case screening, issuing and many hearings will be conducted remotely.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of cases prosecuted involving gun violence | N/A | N/A | N/A | 80 cases |
| Outcome | Percentage of cases diverting offenders from prison | N/A | N/A | N/A | 65% |

Performance Measures Descriptions

Prosecutor combats increase in community gun violence, assaults and homicides. Uses data analysis to ensure fairness and equity. Offenders diverted from prison to increase community safety.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$188,506 | \$0 |
| Internal Services | \$0 | \$0 | \$15,065 | \$0 |
| Total GF/non-GF | \$0 | \$0 | \$203,571 | \$0 |
| Program Total: | \$0 | | \$203,571 | |
| Program FTE | 0.00 | 0.00 | 0.74 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was:

The Sexual Assault Kit Initiative (SAKI) grant will end 9/1/21 resulting in a loss of personnel funding of \$188,506 from 15304A - Unit D - Violent Person Crimes. This offer restores the lost funding with general funds.

Internal service charges of \$15,065 are included reflecting a change to allocate facilities, data, distribution, telecommunications, and fleet services in individual units. Previously these costs were consolidated in 15001 - Administrative Support Services, 15002 - Information Technology, and the Division I, II, III, and IV Administration program offers.

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 (SPSU) utilizes community based resolutions when possible to address chronic criminal activity. Deputy District Attorneys recommend court supervised mental health services and drug addiction treatment when community safety will benefit rather than incarceration. Recidivism is reduced and safety is enhanced for crime victims through the efforts of SPSU. Deputy District Attorneys seek equitable treatment of both victims and offenders in SPSU.

The Multnomah County Justice Reinvestment Project (MCJRP) deputy district attorney uses data analysis to correct inequities and promotes court supervised mental health and drug treatment as an alternative to incarceration.

Program Summary

The Strategic Prosecution and Services Unit (SPSU) is an evidence based program addressing chronic offenders based on a national model. SPSU equitably identifies chronic offenders and seeks to divert them into court supervised drug and mental health services when possible. The outcome is reduced recidivism by ending offense cycles, decreased reliance on incarceration and increased community safety.

Due to structural and historic racism, chronic offenders in Multnomah County are disproportionately represented. Deputy District Attorneys in SPSU are aware of racial and ethnic disparities and seek unbiased, fair and equitable case resolutions. Priority of SPSU is data driven decisions based on safety, justice and equity.

SPSU operates through telework when possible in response to the COVID-19 pandemic, including court hearings and settlement conferences when allowed.

This is anticipated to continue. Operational changes include use of laptop computers to review and issue cases remotely, virtual meetings with crime victims and defense counsel for the accused and electronic communication among attorneys and staff.

Data analysis generated by the Multnomah County Justice Reinvestment Program deputy district attorney is utilized throughout the Multnomah County District Attorney's Office to correct inequities and ensure fairness.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Cases/Search warrants/police reports reviewed | 7,000 | 7,200 | 7,200 | 6,700 |
| Outcome | Prosecutor contacts with crime survivors/advocates | 21,000 | 21,600 | 21,600 | 18,000 |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,141,774 | \$999,892 | \$1,066,482 | \$1,115,693 |
| Materials & Supplies | \$15,200 | \$0 | \$8,500 | \$0 |
| Internal Services | \$0 | \$33,816 | \$215,688 | \$34,920 |
| Total GF/non-GF | \$1,156,974 | \$1,033,708 | \$1,290,670 | \$1,150,613 |
| Program Total: | \$2,190,682 | | \$2,441,283 | |
| Program FTE | 5.74 | 4.71 | 4.75 | 5.45 |

| Program Revenues | | | | |
|-----------------------|-----------------|--------------------|------------|--------------------|
| Intergovernmental | \$0 | \$676,296 | \$0 | \$861,934 |
| Other / Miscellaneous | \$20,000 | \$357,412 | \$0 | \$288,679 |
| Total Revenue | \$20,000 | \$1,033,708 | \$0 | \$1,150,613 |

Explanation of Revenues

This program generates \$34,920 in indirect revenues.

\$288,679 IGA with TriMet

\$185,587 Federal Award Bureau of Justice Assistance (BJA) Innovative Prosecution Solutions Grant

\$676,347 MC Agreement with CJC Justice Reinvestment Grant Program (HB3194/3078). The FY 2022 budget for the Justice Reinvestment Program (HB 3194/3078) totals \$4.7 million across four departments (DCJ, MCSO, MCDA, and LPSCC), which includes \$305,394 of one-time-only carryover funding from the FY 2019-2021 biennium.

Significant Program Changes

Last Year this program was: FY 2021: 15308 Neighborhood DA Program / MCJRP

An Office Assistant position (1.00 FTE) is eliminated to meet general funding constraints. A new DDA position (1.00 FTE) is added with new grant funding via a BJA grant. A Lloyd Business District contract ended in FY2021 that funded 0.25 FTE of a prosecutor - that partial position is now covered with general fund in the new program offer 15308C-Strategic Prosecution Unit-Lloyd BID Backfill.

Internal service charges are increased reflecting a change to allocate facilities, data, distribution, telecommunications, and fleet services in individual units. Previously these costs were consolidated in 15001 - Administrative Support Services, 15002 - Information Technology, and the Division I, II, III, and IV Administration program offers.

Department: District Attorney **Program Contact:** Don Rees
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: Backfill State/Federal/Grant

Executive Summary

Prosecution of identified chronic offenders who will most benefit from court supervised mental health and/or drug treatment and housing assistance.

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 unit focuses on chronic offenders to find customized solutions to break their offending cycle which adversely impacts other community members. Certain recidivist offenders frequently benefit from court supervised mental health and or/drug treatment and housing assistance. Prosecutor works with community advocates to identify best approaches for case resolution that benefit community safety. Data analysis is utilized to ensure equitable and fair treatment of identified chronic offenders as outlined in 15308A offer description.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Cases Issued | N/A | N/A | N/A | 35 |
| Outcome | Contacts with community members and business owners | N/A | N/A | N/A | 190 |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$75,000 | \$0 |
| Total GF/non-GF | \$0 | \$0 | \$75,000 | \$0 |
| Program Total: | \$0 | | \$75,000 | |
| Program FTE | 0.00 | 0.00 | 0.25 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was:

A contract with the Lloyd Business District that formerly funded 0.25 FTE of a DDA3 position ended 9/30/2020. This program offer maintains that position using general funds.

Department: District Attorney

Program Contact: Jeff Howes

Program Offer Type: Administration

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Chief Investigator oversees operations and manages 6.5 investigators. An experienced public safety professional, the Chief Investigator and the Investigations Unit are an initial point of contact with victims of crime – a diverse, often vulnerable, injured, skeptical, marginalized cross section of the community. While serving subpoenas or interviewing witnesses, the Chief Investigator must act as guide, counselor, follow-up responder, and point of future contact. A member of senior management, the Chief Investigator advises the management team on issues involving the interactions of MCDA with residents and law enforcement.

Program Summary

The Chief Investigator is a member of senior management with specific division level responsibilities. This position provides direct oversight for district attorney investigators. 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. MCDA investigators perform duties which include conducting interviews, processing evidence, locating witnesses, and other critical tasks needed to support deputy district attorneys and to help them protect the community and hold defendants accountable.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--------------------------------------|-------------|---------------|---------------|------------|
| Output | Personal Service Subpoenas Requested | 3,303 | N/A | 3,400 | 4,200 |
| Outcome | Personal Service Subpoenas Served | 1,139 | 3,300 | 3,150 | 3,750 |

Performance Measures Descriptions

The previous performance measure of subpoenas issued has been replaced with the new measure of subpoenas requested. More victims of crime are houseless and achieving personal service during the pandemic has been challenging. The number of cases assigned a victim advocate has been removed as a performance measure for this program offer because the Victims Assistance manager no longer reports to the Chief Investigator. In FY 2020 3,030 cases assigned a victim advocate. In FY 2021 it is estimated 2,471 cases were assigned a victim advocate.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$203,812 | \$0 | \$217,847 | \$0 |
| Materials & Supplies | \$3,750 | \$0 | \$17,250 | \$0 |
| Internal Services | \$27,220 | \$0 | \$31,951 | \$0 |
| Total GF/non-GF | \$234,782 | \$0 | \$267,048 | \$0 |
| Program Total: | \$234,782 | | \$267,048 | |
| Program FTE | 1.00 | 0.00 | 1.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 15400 Division IV Administration

Department: District Attorney **Program Contact:** Jodi Erickson

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

Related Programs:
Program Characteristics:

Executive Summary

The victim advocate is a champion for victims during various stages of the criminal justice process. The primary goal of the Victim Assistance 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 is made to provide victims a meaningful role throughout the process, involvement at every stage of a criminal case, and assure the rights of the crime victims.

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 process they may make informed decisions.

All named victims with defendants being prosecuted by the Multnomah County District Attorney's Office (MCDA) 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 MCDA provides an average of 30,000 victim's rights notifications each year.

The program also provides a 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 45 volunteers. This immediate crisis intervention service provides critical information and resources to survivors of sexual assault during the early stages of the investigation. This allows survivors to make the most informed choices throughout this difficult process. The immediate response is followed by ongoing support and advocacy through the investigation and prosecution of the case.

In addition to the above services, the program has also been involved in establishing several other programs: U visa certification, Witness Intimidation Support Program, Sexual Assault Response Team, Multnomah County Justice Reinvestment Program, Human Trafficking Team, and the Gateway Center for Domestic Violence Services.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of victims of crime assigned a victim advocate on cases | 4,092 | 3,904 | 3,266 | 2,841 |
| Outcome | Number of services contacts provided to victims of crime by Victims Assistance program | 66,743 | 113,475 | 30,536 | 26,566 |

Performance Measures Descriptions

Legal / Contractual Obligation

Article I Section 42 Oregon Constitution - Rights of Victims in criminal prosecutions and juvenile delinquency proceedings. ORS 147.405, ORS 147.417 - 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$451,068 | \$1,293,846 | \$264,164 | \$1,359,800 |
| Contractual Services | \$6,000 | \$28,000 | \$16,000 | \$2,000 |
| Materials & Supplies | \$29,200 | \$7,145 | \$11,995 | \$2,505 |
| Internal Services | \$0 | \$236,327 | \$335,883 | \$296,643 |
| Total GF/non-GF | \$486,268 | \$1,565,318 | \$628,042 | \$1,660,948 |
| Program Total: | \$2,051,586 | | \$2,288,990 | |
| Program FTE | 4.46 | 12.54 | 2.55 | 12.69 |

| Program Revenues | | | | |
|----------------------|------------|--------------------|------------|--------------------|
| Intergovernmental | \$0 | \$1,565,318 | \$0 | \$1,660,948 |
| Total Revenue | \$0 | \$1,565,318 | \$0 | \$1,660,948 |

Explanation of Revenues

This program generates \$296,643 in indirect revenues.

\$1,038,865 (Federal) + \$509,378 (State) Agreement with DOJ Crime Victim and Survivor Services Division (CVSSD) Victims of Crime Act (VOCA) / Criminal Fine Account Non-Competitive Grant

\$112,705 Federal Fund Agreement with DOJ CVSSD VOCA Funding Initiatives Non-Competitive Grant

Significant Program Changes

Last Year this program was: FY 2021: 15401A Victims Assistance Program

A Victim Advocate position reduction (1.00 FTE) is restored in program 15401B. A partial Victim Advocate position reduction (0.76 FTE) is backfilled in Program 15401C. A partial Victim Advocate position (0.15 FTE) shifts from general funds to fed/state funding.

Internal service charges are increased reflecting a change to allocate facilities, data, distribution, telecommunications, and fleet services in individual units. Previously these costs were consolidated in 15001 - Administrative Support Services, 15002 - Information Technology, and the Division I, II, III, and IV Administration program offers.

Department: District Attorney **Program Contact:** Jodi Erickson
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Restores 1.00 FTE of an Advocate position. This advocate position provides services to an average of 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 through in person or phone contact. This position serves as a point of contact for service providers throughout the county and assists to increase access for victims from groups and communities impacted by inequity. The Victim Assistance Program offers an array of service with bilingual and bicultural staff. They also provide 24 hour hospital response to accompany victims and survivors of sexual assault during forensic exams and care.

Program Summary

This Victim advocate position works 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 services just over 300 victims on issued cases each year. Additionally, there are a number of victims and survivors who are assisted with safety planning, restraining orders, and referrals to other services and resources 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 access.

Victims from traditionally underserved populations or who face significant barriers need additional assistance to access services and support 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.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of victims of crime assigned a victim advocate on cases | N/A | N/A | N/A | 375 |
| Outcome | Number of services contacts provided to victims of crime by Victim Assistance program | N/A | N/A | N/A | 2,332 |

Performance Measures Descriptions

Legal / Contractual Obligation

Article I Section 42 Oregon Constitution - rights of Victims in criminal prosecutions and juvenile delinquency proceedings. ORS 147.405, ORS 147.417 - 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$108,375 | \$0 |
| Materials & Supplies | \$0 | \$0 | \$3,157 | \$0 |
| Total GF/non-GF | \$0 | \$0 | \$111,532 | \$0 |
| Program Total: | \$0 | | \$111,532 | |
| Program FTE | 0.00 | 0.00 | 1.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Funding for this position restores 1.00 FTE of assistance for victims on a variety of felony and misdemeanor cases. Many of our community members need assistance understanding the criminal justice process, their rights and available resources that can assist with restoring a sense of safety and stability; this is especially true for some of our most vulnerable victims. These victims include people with limited English proficiency, limited literacy, developmental disabilities, those experiencing homelessness, instability, substantial medical needs and trauma.

This funding supports special assignment on some misdemeanor cases in the Juvenile Justice and Adult Justice systems, where victims have been identified as needing additional supportive services.

These cases can include: assault, harassment, stalking, sex abuse, menacing and early assignment on domestic violence cases pending review.

This position also includes Unit A/B cases where the offender is eligible to participate in the Multnomah County Justice Reinvestment Program (MCJRP). It is important that victims fully understand both the MCJRP and are afforded opportunities to meaningfully participate.

Department: District Attorney **Program Contact:** Jodi Erickson
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics: Backfill State/Federal/Grant

Executive Summary

Restores 0.76 FTE of a Domestic Violence Victim Advocate position. This advocate position provides services to an average of 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 through in person or phone contact. This position serves as a point of contact for service providers throughout the county and assists with the VAWA project to increase access for domestic violence victims from groups and communities impacted by inequity. The Victim Assistance Program offers an array of service with bilingual and bicultural staff.

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 specific situation. Victim advocates increase access to vital services for victims of crime by acting as a liaison between diverse stakeholders including law enforcement, attorneys, government and community agencies. 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 services just over 300 victims on issued cases each year. Additionally, there are a number of victims and survivors who are assisted with safety planning, restraining orders, and referrals to other services and resources who do not have cases that are charged. This position works directly with system-based and community-based partners to improve access to justice for domestic violence survivors.

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 access.

Victims from traditionally underserved populations or who face significant barriers need additional assistance to access services and support to cope with the impacts of being victimized. Advocates are often the first to learn about tampering, witness intimidation, new crimes that are being committed and necessary accommodations for equitable access. Victims of crime have an often times difficult and lengthy process as they seek justice. Advocates from the program work closely with other system and community based advocates and partners. This assists with providing In addition to the direct impacts of the crime that was committed against

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of victims of crime assigned a victim advocate | N/A | N/A | N/A | 245 |
| Outcome | Number of services contacts provided to victims of crime by Victim Assistance Program | N/A | N/A | N/A | 335 |

Performance Measures Descriptions

Legal / Contractual Obligation

Article I Section 42 Oregon Constitution - Rights of Victims in criminal prosecutions and juvenile delinquency proceedings. ORS 147.405, ORS 147.417 - 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$76,838 | \$0 |
| Internal Services | \$0 | \$0 | \$15,488 | \$0 |
| Total GF/non-GF | \$0 | \$0 | \$92,326 | \$0 |
| Program Total: | \$0 | | \$92,326 | |
| Program FTE | 0.00 | 0.00 | 0.76 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Funding for this position restores 0.76 FTE of funding for a Victim Advocate lost due to a 10% reduction in Victims of Crime Act (VOCA) funding beginning October 1, 2021. In order to avoid a staffing reduction of 0.76 FTE of a Victim Advocate, General Funds are reallocated.

Department: District Attorney **Program Contact:** Jeff Howes

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

Related Programs:

Program Characteristics:

Executive Summary

The Investigations Unit assists deputy district attorneys, victim advocates, and legal staff in the investigation of cases, locating, interviewing and transporting witnesses, serving subpoenas, preparation of court exhibits, and the gathering and protecting of evidence. Often, an investigator makes the initial contact with a witness or crime victim. Investigators are excellent communicators to a diverse community and are expertly trained in cultural competence and problem solving. COVID-19 has presented challenges to the legal requirements of personal subpoena service. The backlog of trial work will lead to a spike in all forms of investigator service requests.

Program Summary

The Investigations Unit is led by the Chief Investigator and staffed by 5.5 experienced investigators. Every division and unit of the office utilizes investigative services. Investigators work closely with federal, state and local law enforcement agencies. 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.

Investigators are a critical part of the core function of the District Attorney's Office. The Investigations Unit supports criminal prosecutions by performing tasks unique to their qualifications and skill set. 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. As the community and MCDA continues to reckon with the historical truths of over-representation of persons of color in all facets of the justice system, investigators are front line ambassadors. MCDA has assembled a diverse, gifted, caring and committed investigative team, reflective of the community.

Members of the Investigations Unit have developed unique skills and are called upon every day to use those skills and learn new skills. Reviewing, compiling, and editing body worn camera data, for example. Additionally, investigators serve as the primary threat assessment team when office members are the subject of threats - including threats of bodily harm or death.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|------------------|-------------|---------------|---------------|------------|
| Output | Subpoenas issued | 3,303 | 3,500 | 3,400 | 4,200 |
| Outcome | Subpoenas served | 1,139 | 3,300 | 3,150 | 3,750 |

Performance Measures Descriptions

Serving subpoenas is critical function of DA Investigators. The duty has evolved prior to, and to a greater extent during the pandemic. More victims of crime are houseless and achieving personal service during the pandemic has been challenging.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$346,965 | \$471,039 | \$368,392 | \$491,850 |
| Materials & Supplies | \$30,750 | \$0 | \$16,500 | \$0 |
| Internal Services | \$75,454 | \$0 | \$181,262 | \$10,445 |
| Total GF/non-GF | \$453,169 | \$471,039 | \$566,154 | \$502,295 |
| Program Total: | \$924,208 | | \$1,068,449 | |
| Program FTE | 2.57 | 3.43 | 2.55 | 3.45 |

| Program Revenues | | | | |
|----------------------|------------|------------------|------------|------------------|
| Intergovernmental | \$0 | \$471,039 | \$0 | \$502,295 |
| Total Revenue | \$0 | \$471,039 | \$0 | \$502,295 |

Explanation of Revenues

IGA with the City of Portland, Portland Police Bureau:
 \$430,688 - funds 3.00 FTE Portland Investigators + \$10,445 covers partial fleet expenses for investigators

IGA with the City of Gresham, Gresham Police Department
 \$61,162 - funds part of 1 investigator for Gresham

Significant Program Changes

Last Year this program was: FY 2021: 15402 Investigations

Internal service charges are increased reflecting a change to allocate facilities, data, distribution, telecommunications, and fleet services in individual units. Previously these costs were consolidated in 15001 - Administrative Support Services, 15002 - Information Technology, and the Division I, II, III, and IV Administration program offers.

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.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$0 | \$242,360 |
| Total GF/non-GF | \$0 | \$0 | \$0 | \$242,360 |
| Program Total: | \$0 | | \$242,360 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------------|
| Intergovernmental | \$0 | \$0 | \$0 | \$242,360 |
| Total Revenue | \$0 | \$0 | \$0 | \$242,360 |

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$242,360

Significant Program Changes

Last Year this program was:

This program offer restores services impacted by budget reductions. The COVID pandemic has drastically reduced MCDA's ability to resolve cases expeditiously due to the inability to conduct trials. This has resulted in caseloads higher than ever seen in this unit. It is especially crucial to resolve domestic violence cases as fast as possible for safety of the victims involved. Unlike most crime, domestic violence frequently involves the accused and the victim staying in close physical or relational proximity. Protection orders and no contact orders help maintain safety, but the longer those cases languish, the longer it takes to get at the underlying dynamics that led to violence in the first place, leading to potentially lethal results.

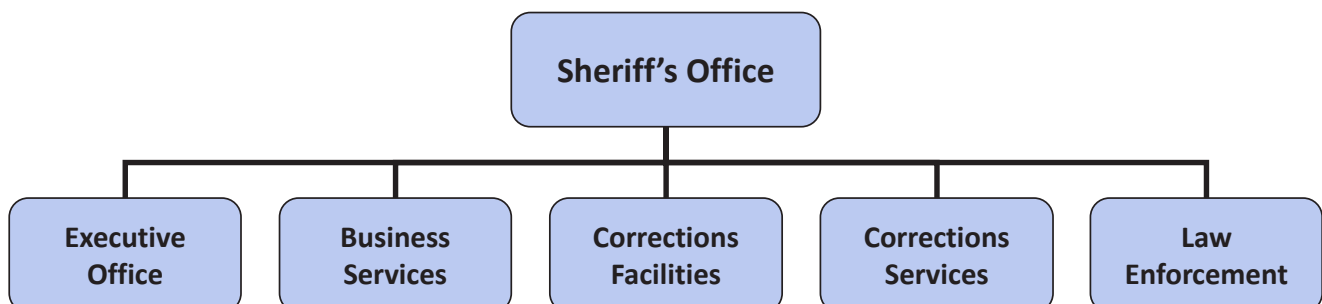
Department Overview

The Multnomah County Sheriff's Office (MCSO) is committed to providing exemplary public safety services to support all community members throughout Multnomah County, and envisions a safe and thriving community for everyone. While this past year has brought many challenges, MCSO has and will continue to look for ways it can provide the best service to Multnomah County.

MCSO's Law Enforcement Division serves a diverse group of Multnomah County communities. The division provides public safety services for the communities of Dunthorpe and Sauvie Island, for Corbett, Fairview, Maywood Park, Troutdale, and Wood Village, and for the unincorporated areas of Multnomah County. This includes services for the Columbia River Gorge, an area which receives more than three million visitors each year. In addition to the aforementioned areas, MCSO patrols 110 miles of County waterways and provides search and rescue, special investigations, hazardous materials response, regional task force collaboration, and dive, search, and recovery operations. In short, MCSO is a full-service law enforcement agency with a commitment to tackling the unique service needs of Multnomah County.

MCSO's Corrections Services and Facilities Divisions oversee the operations of Multnomah County Detention Center and Inverness Jail, including 1,039 budgeted jail beds, as well as all corrections programs therein. Providing compassionate care and safety to these individuals is the top priority of MCSO's corrections divisions. MCSO collaborates with State courts and system partners to provide incarcerated persons with mental health and addiction treatment services, court transportation services, and release transition assistance. Through these collaborations, MCSO hopes to improve outcomes for incarcerated persons, shorten jail stays, and expand alternatives to traditional incarceration.

MCSO's Business Services Division continues to support MCSO operations by directing strategic initiatives, ensuring accurate data and technology solutions to guide our operations, prudent management of MCSO resources, and provision of programs to serve the public. Business Services led the development of MCSO's 2020-22 Strategic Plan, which sets forth ambitious two-year goals with an emphasis on diversity, equity, and inclusion.



Budget Overview

The FY 2022 Sheriff's Office (MCSO) budget is \$169.0 million, a \$4.9 million (3.0%) increase from the FY 2021 Adopted budget. The General Fund accounts for 88.3% of the total budget, and General Fund expenses increased by \$2.9 million (1.9%). Other Funds increased by \$2.1 million (11.8%).

Although there is a net 11.8% increase in Other Funds, there are some large decreases in funding sources. The largest anticipated State reduction is in the State Community Corrections Senate Bill 1145 (SB 1145) funding for the FY 2021-2023 biennium. MCSO's SB 1145 budget is decreasing by approximately \$1 million in FY 2022, which led to the reduction of Inverness Jail (MCIJ) Dorm 11 and 2.00 FTE corrections counselors. With this dorm closure, the budgeted jail capacity will decrease from 1,117 beds to 1,039 beds for FY 2022.

The budget also includes \$1.6 million in American Rescue Plan (ARP) funding for COVID-related needs. The ARP revenue will primarily be used to fund MCIJ Dorms 5 and 13 (60997 & 60998). These dorms will not increase budgeted jail bed capacity. Instead, the dorms will allow for increased physical distancing for the adults in custody.

MCSO's Other Funds budget for the Trimet Transit Police program (60530 & 60530B) is increasing by \$2.0 million and 13.50 FTE. In March 2021, the Board of County Commissioners approved a new agreement with Trimet for MCSO to become the administrative leader for the Trimet Police division. The 13.50 FTE include 8.50 FTE administrative support positions, 2.00 FTE leadership positions (captain and lieutenant), and 3.00 FTE deputy sheriffs.

The General Fund budget includes the following reductions:

- Turn Self In program \$279,667
- MCIJ East Control and kitchen deputies \$603,535

The budget also includes \$261,500 in new ongoing funding to expand the Equity and Inclusion Unit (60105B) and \$271,171 for Corrections Compliance (60125). An additional \$60,000 of one-time-only funding was included for the MCDC Detention Electronics (60315) project. A full list of one-time-only projects can be found in the Budget Director's message.

| Budget Trends | FY 2020 | FY 2021 | FY 2021 | FY 2022 | Difference |
|----------------------|----------------------|----------------------|----------------------|----------------------|--------------------|
| | Actual | Current | Adopted | Adopted | |
| | | Estimate | Budget | Budget | |
| Staffing FTE | 809.77 | 799.22 | 802.22 | 797.16 | (5.06) |
| Personnel Services | \$128,463,889 | \$131,490,374 | \$130,316,973 | \$133,562,664 | \$3,245,691 |
| Contractual Services | 4,468,931 | 3,939,538 | 4,480,326 | 5,511,109 | 1,030,783 |
| Materials & Supplies | 3,822,925 | 5,241,832 | 5,681,960 | 5,291,200 | (390,760) |
| Internal Services | 21,071,998 | 22,592,979 | 22,868,055 | 23,592,317 | 724,262 |
| Capital Outlay | <u>504,478</u> | <u>70,263</u> | <u>737,099</u> | <u>1,061,923</u> | <u>324,824</u> |
| Total Costs | \$158,332,221 | \$163,334,986 | \$164,084,413 | \$169,019,213 | \$4,934,800 |

Successes and Challenges

Though the past year has presented unique obstacles, MCSO continues to grow and improve in its service to Multnomah County. COVID-19 has challenged MCSO to innovate in real time, finding new ways of collaborating with partners in the criminal justice and health communities. At the outset of the pandemic in Multnomah County, MCSO worked with the Department of Community Justice, the District Attorney's Office, and the Oregon Judicial Department to quickly but mindfully decrease the County jail population. This action mitigated the spread of COVID-19 and has no doubt saved lives. MCSO has also worked closely with the County Health Department to prevent and contain COVID-19 transmission, working side-by-side on procedures and protocols. These partnerships have been invaluable over the past year, and will be the foundation of continuing innovation in years to come.

MCSO has also found success in a renewed focus on diversity, equity, and inclusion. Discussed below in the Diversity, Equity, and inclusion section, MCSO's Strategic Plan articulates a commitment to applying an equity lens across all major areas of agency work. And MCSO continues to find success in providing services to the most vulnerable members of the Multnomah County community, be it by connecting adults in custody to services through the Navigator program or providing services to unhoused persons through the Homeless Outreach and Programs Engagement team.

The past year has also held significant challenges. MCSO has redoubled efforts to hire and retain the best employees, but continues to struggle to identify enough qualified candidates to meet the workload demands of the agency. Likewise, even as MCSO pursues top-tier training and seeks innovative way to deliver that training, new mandates from the Department of Public Safety Standards and Training (DPSST) exacerbate the challenge of providing required courses to all staff. And all training, mandated or not, requires temporarily removing staff members from their assigned posts, requiring backfill and increasing personnel costs.

COVID-19 has applied new pressure to MCSO jails, as employees in the Corrections division implement new procedures and protocols to keep adults in custody safe. These new initiatives, combined with staffing challenges, have made an already demanding year more demanding, with corrections deputies and sergeants working overtime on a near-constant basis. And both MCSO's Corrections and Law Enforcement divisions continue to face the challenges of homelessness, mental illness, and substance use among the populations they serve. MCSO has and will continue to develop strategies to meet these unique challenges.

COVID-19 & American Rescue Plan

COVID-19 continues to impact MCSO, particularly in jail facilities. Here MCSO has implemented enhanced cleaning protocols, quarantine and cohort protocols, and use of additional housing units, among other efforts, to mitigate the spread of COVID-19. These initiatives have required significant staff time and have increased MCSO's personnel costs in FY 2021.

COVID-19 has also contributed to a rising number of persons in custody awaiting adjudication, as court processes have slowed considerably over the course of the pandemic. MCSO anticipates continued growth of this group, exacerbating the challenge of maintaining aggressive quarantine and physical distance procedures.

The Sheriff's Office's revenue in the Coronavirus (COVID-19) Response Fund increased by \$1,593,420 in FY 2022 due to The American Rescue Plan (ARP) Act. This funding will be used to fund Dorm 5 and Dorm 13 in Inverness Jail to provide physical distancing in the jails, funding for phone calls to allow adults in custody to make phone calls since visitation was halted due to COVID-19, a new washing machine due to increased laundry needs, teleworking software, wi-fi capacity to assist with remote court hearings, and electronic signage boards to provide COVID-19 and vaccination information.

Diversity, Equity, and Inclusion

MCSO is committed to treating everyone with dignity, respect, and fairness. At the same time, MCSO acknowledges the systemic racism and bias that permeate the criminal justice system as well as systems of healthcare, education, and housing. While the Sheriff's Office envisions a safe and thriving community for everyone, the Office knows it simply cannot achieve this without a focus on equity and a commitment to holding MCSO accountable to the community's call for transformational reform and change.

Through the leadership of MCSO's Equity and Inclusion Manager, MCSO has begun to take a critical look at its policies and procedures through an equity lens. MCSO leadership are working to expand their capacity in the areas of equity and inclusion, attending valuable trainings and coaching sessions. Most notably, MCSO's 2020-22 Strategic Plan puts equity first. The plan will guide MCSO in applying an equity lens both externally, as it seeks to provide programs and services that meet the needs of a diverse community, and internally, as it works to make MCSO a place of safety, trust, and belonging for its staff.

In support of these efforts, MCSO requested funding in FY 2022 to support an Equity and Inclusion Unit, and this program offer (60105B) has been included in the budget. Members of this unit would focus on guiding MCSO leaders and members in applying an equity lens to hiring, retention, training, and staff wellness. This work will help MCSO prioritize equity in its service to its employees and to the Multnomah County community.

Budget by Division

| Division Name | FY 2022 General Fund | Other Funds | Total Division Cost | Total FTE |
|---------------------------------|----------------------|---------------------|----------------------|---------------|
| Executive Office | \$6,802,181 | \$0 | \$6,802,181 | 34.00 |
| Business Services Division | 19,280,738 | 1,406,548 | 20,687,286 | 68.17 |
| Corrections Facilities Division | 68,241,286 | 7,811,996 | 76,053,282 | 367.16 |
| Corrections Services Division | 29,645,314 | 3,182,080 | 32,827,394 | 186.83 |
| Law Enforcement Division | 25,353,010 | 5,702,640 | 31,055,650 | 141.00 |
| COVID-19 & American Rescue Plan | 0 | 1,593,420 | 1,593,420 | 0 |
| Total Sheriff's Office | \$149,322,529 | \$19,696,684 | \$169,019,213 | 797.16 |

Executive Office

The Office of the Sheriff is committed to providing the citizens of 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 MCSO's allied agencies.

The Sheriff has established four basic tenets which 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 all aspects of Sheriff's Office operations and administration. The Sheriff 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, including soliciting public comment prior to enacting policy, to establish and maintain confidence, trust and support from the communities that MCSO serves.

Significant Changes

The new Equity and Inclusion Unit Expansion program offer (60105B) has been included in the FY 2022 budget. This unit includes a 1.00 FTE to focus on diversity, equity, and inclusion in hiring and retention, as well as a 1.00 FTE to revise and expand MCSO training.

Also, the new Corrections Compliance program offer (60125) has been included in the FY 2022 budget, which includes 1.00 FTE. MCSO needs a dedicated leadership position to ensure agency compliance with the Federal Prison Rape Elimination Act (PREA) and full and complete investigation of any PREA cases, as well as managing Oregon Jail Standards Inspections, County Audits, and annual Grand Jury processes.

Business Services Division

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, BSD is responsible for the integration of standards and best practices in agency business processes, and agency-wide innovations and initiatives, one of which being 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.

Significant Changes

The budget includes \$50,000 of the American Rescue Plan (ARP) Act revenue in the Coronavirus (COVID-19) Response Fund to fund teleworking software licensing for 250 employees to increase teleworking capacity and video training for all staff (60999).

Corrections Facilities Division

The Corrections Facilities Division includes 1,039 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, while ensuring appropriate safety and security, when providing care and supervision of adults in custody. The foundation of providing a safe environment for staff and adults in custody is the integration of a comprehensive intake process for arrestees, which involves corrections deputies, Multnomah County Corrections Health personnel, and various other MCSO personnel. The information obtained through this process guides decisions with respect to the most appropriate housing for incoming adults in custody. Additionally, this process allows for efficient coordination with community service providers to assist in facilitating successful re-entry into the community. Understanding that 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

\$60,000 in one-time-only funding for the completion of the MCDC Detention Electronics project (60315) has been included in the FY 2022 budget.

The budgeted jail capacity is being reduced by 78 beds (MCIJ Dorm 11) from 1,117 to 1,039 beds due to a reduction in State revenue. MCSO's budget assumes \$7.2 million in Senate Bill 1145 (SB 1145) Community Corrections revenue, which is a decrease of approximately \$1 million from the FY 2021 Adopted budget. This reduction includes MCIJ Dorm 11 (5.46 FTE) and 2.00 FTE corrections counselors. This revenue reduction is based on the Governor's budget for the 2021-2023 biennium, which decreased due the estimated impact of Ballot Measure 110. Multnomah County also assumes that the County's share of the statewide allocation will decrease from 18.12% to 17.75%.

The FY 2022 budget also eliminates the Inverness Jail East Control and the Kitchen Deputies (9.10 FTE and \$603,535).

The budget includes \$1,533,420 in the Coronavirus (COVID-19) Response Fund for American Rescue Plan (ARP) Act revenue. The ARP revenue will fund Dorm 5 and Dorm 13 in Inverness Jail to provide physical distancing in the jails, phone calls to allow adults in custody to make phone calls since visitation was halted due to COVID-19, a new washing machine due to increased laundry needs, and electronic signage boards to provide COVID-19 and vaccination information to adults in custody (60997, 60998, & 60999).

Corrections Services Division

The Corrections Services Division includes several specialized units focused on utilizing creative, efficient solutions to deliver quality, cost-effective service to adults in custody and 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 community members, 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 supports the daily operations of the agency, as well as the overall public safety system.

Significant Changes

The FY 2022 budget eliminates the Turn Self In (TSI) Program (\$279,667). This program allowed individuals to serve sentences on nonconsecutive days - primarily weekends - so that they may retain employment and community ties.

The budget includes \$10,000 of American Rescue Plan (ARP) Act revenue in the Coronavirus (COVID-19) Response Fund, which will fund wi-fi capacity to assist with remote court hearings for the adults in custody.

Law Enforcement Division

The Law Enforcement (LE) Division provides 24 hours a day, 7 days a week comprehensive public safety/policing services throughout unincorporated Multnomah County and the contract cities of Fairview, Maywood Park, Troutdale, and Wood Village. These services are conducted through uniformed patrol, marine patrol, investigative efforts, civil process, and community resource programs, as well as multiple system partner collaborations.

The Patrol Unit responds to over 30,000 calls for service and the River Patrol Unit is responsible for approximately 110 miles of waterways, serving County residents as well as the more than three million visitors who travel to Multnomah County to enjoy scenic and recreation areas. MCSO members are the first responders to many remote areas of the County, including Oregon State Parks, the Columbia River Gorge, and the Sauvie Island Wildlife Area.

The LE Division provides for several countywide collaborative programs including the East County Major Crimes Team, Domestic Violence/Gun Dispossession, Homeless Outreach and Programs Engagement (HOPE), METRO, Special Investigations Narcotics Enforcement Team, Vehicular Crimes Team, Transit Police, and the SWAT and Rapid Response Teams. Additionally, the Detectives Unit is focused on investigating all serious person crimes, human trafficking, domestic violence, and firearms-related crimes. LE also provides hazardous materials response, clandestine drug lab response, Community Resource Deputies, Dive Team and swift water rescue, and conducts county-wide Search and Rescue services as mandated by statute.

Significant Changes

During the second special session of the Oregon Legislature in August 2020, the State rebalanced its 2019-2021 biennial budget, which included loss of Oregon Youth Authority grant funding for the East Metro Gang Enforcement Task Force. MCSO is not requesting County General Fund backfill for this program.

Additionally, as of April 1, 2020, TriMet and MCSO expanded their already existing transit police program (60530) with a new agreement which acknowledges MCSO as the administrative leader for the Transit Police Division and allows for reimbursement of services. This expanded portion of the TriMet Transit Police (60530B) will add \$1,989,574 and 13.50 FTE to the Justice Special Operations Fund.

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 2022 General Fund | Other Funds | Total Cost | FTE |
|--|--------------------------------------|----------------------|-------------|-------------|-------|
| Executive Office | | | | | |
| 60100 | Executive Office | \$1,604,284 | \$0 | \$1,604,284 | 6.00 |
| 60105A | Equity & Inclusion Unit | 175,000 | 0 | 175,000 | 1.00 |
| 60105B | Equity & Inclusion Unit Expansion | 261,500 | 0 | 261,500 | 2.00 |
| 60110 | Human Resources | 1,638,863 | 0 | 1,638,863 | 9.00 |
| 60111 | Time & Attendance Unit | 669,955 | 0 | 669,955 | 5.00 |
| 60120 | Professional Standards | 1,626,979 | 0 | 1,626,979 | 7.00 |
| 60125 | Corrections Compliance | 271,171 | 0 | 271,171 | 1.00 |
| 60130 | Communications Unit | 554,429 | 0 | 554,429 | 3.00 |
| Business Services Division | | | | | |
| 60200 | Business Services Admin | 1,542,227 | 0 | 1,542,227 | 1.00 |
| 60205 | Criminal Justice Information Systems | 7,819,542 | 0 | 7,819,542 | 7.00 |
| 60210 | Fiscal Unit | 1,370,257 | 0 | 1,370,257 | 8.67 |
| 60213 | Logistics Unit | 759,942 | 0 | 759,942 | 4.00 |
| 60220 | Planning & Research Unit | 728,043 | 0 | 728,043 | 4.00 |
| 60225 | Enforcement Division Support | 3,215,941 | 0 | 3,215,941 | 27.00 |
| 60230 | Alarm Program | 0 | 315,341 | 315,341 | 1.50 |
| 60235 | Concealed Handgun Permits | 17,979 | 1,002,609 | 1,020,588 | 4.00 |
| 60250A | Training Unit | 3,826,807 | 88,598 | 3,915,405 | 11.00 |
| Corrections Facilities Division | | | | | |
| 60300 | Corrections Facilities Admin | 916,858 | 0 | 916,858 | 2.00 |
| 60305A | Booking & Release | 9,101,750 | 0 | 9,101,750 | 55.60 |
| 60305B | Gresham Temporary Hold | 168,677 | 0 | 168,677 | 0.00 |
| 60310A | MCDC Core Jail & 4th Floor | 17,078,277 | 0 | 17,078,277 | 61.72 |
| 60310B | MCDC 5th Floor | 4,592,025 | 0 | 4,592,025 | 25.48 |
| 60310C | MCDC 6th Floor | 2,470,454 | 0 | 2,470,454 | 14.04 |
| 60310D | MCDC 7th Floor | 4,090,721 | 0 | 4,090,721 | 27.30 |
| 60310E | MCDC 8th Floor | 2,354,855 | 0 | 2,354,855 | 16.38 |
| 60311 | Clinic Escort Deputies | 279,633 | 0 | 279,633 | 2.00 |
| 60315 | MCDC Detention Electronics | 60,000 | 0 | 60,000 | 0.00 |

| Prog. # | Program Name | FY 2022 General Fund | Other Funds | Total Cost | FTE |
|--|---|----------------------|-------------|------------|-------|
| Corrections Facilities Division (cont.) | | | | | |
| 60330A | MCIJ Dorms 16, 17 & 18 | 11,648,709 | 7,638,300 | 19,287,009 | 66.10 |
| 60330B | MCIJ Dorms 6 & 7 | 2,709,137 | 0 | 2,709,137 | 14.56 |
| 60330C | MCIJ Dorm 8 & 9 | 2,704,088 | 0 | 2,704,088 | 14.56 |
| 60330D | MCIJ Dorms 14 & 15 | 3,335,689 | 0 | 3,335,689 | 18.20 |
| 60330E | MCIJ Dorm 10 | 1,067,963 | 0 | 1,067,963 | 5.46 |
| 60330G | MCIJ Dorm 12 | 1,074,118 | 0 | 1,074,118 | 5.46 |
| 60345 | CERT/CNT | 182,519 | 0 | 182,519 | 0.00 |
| 60350 | HB3194 Justice Reinvestment - Escorts | 0 | 173,696 | 173,696 | 1.30 |
| 60360 | Corrections Support | 4,405,813 | 0 | 4,405,813 | 37.00 |
| Corrections Services Division | | | | | |
| 60400 | Corrections Services Division Admin | 585,692 | 0 | 585,692 | 2.00 |
| 60405 | Transport | 3,609,354 | 0 | 3,609,354 | 16.00 |
| 60410A | Court Services - Courthouse | 4,827,561 | 0 | 4,827,561 | 23.00 |
| 60410B | Court Services - Justice Center | 1,227,519 | 0 | 1,227,519 | 7.00 |
| 60410C | Court Services - JJC | 162,265 | 0 | 162,265 | 1.00 |
| 60415A | Facility Security - Courts | 1,817,898 | 729,577 | 2,547,475 | 18.60 |
| 60415B | Facility Security - Jails | 3,103,858 | 0 | 3,103,858 | 22.50 |
| 60415C | Facility Security - Library | 318,702 | 0 | 318,702 | 3.00 |
| 60415D | Facility Security - Dom Violence Gateway One Stop | 95,433 | 0 | 95,433 | 1.00 |
| 60420 | Classification | 3,813,827 | 0 | 3,813,827 | 20.00 |
| 60425 | MCDC Behavioral Health Team | 313,453 | 0 | 313,453 | 2.00 |
| 60430 | Inmate Programs | 2,876,022 | 0 | 2,876,022 | 19.50 |
| 60432 | MCIJ Work Crews | 1,421,250 | 1,081,673 | 2,502,923 | 11.40 |
| 60435 | Volunteers | 135,499 | 0 | 135,499 | 1.00 |
| 60440 | HB3194 Justice Reinvestment - Program Administrator | 0 | 187,128 | 187,128 | 1.00 |
| 60445 | Close Street | 1,390,220 | 0 | 1,390,220 | 7.00 |
| 60450 | Warehouse | 1,196,797 | 0 | 1,196,797 | 6.60 |
| 60455 | Property & Laundry | 2,749,964 | 0 | 2,749,964 | 20.00 |
| 60460 | Commissary & Inmate Welfare | 0 | 1,183,702 | 1,183,702 | 4.23 |
| Law Enforcement Division | | | | | |
| 60500 | Enforcement Division Admin | 729,219 | 0 | 729,219 | 2.00 |
| 60505 | Patrol | 15,131,326 | 199,676 | 15,331,002 | 62.05 |

| Prog. # | Program Name | FY 2022 General Fund | Other Funds | Total Cost | FTE |
|--|---|----------------------|---------------------|----------------------|---------------|
| Law Enforcement Division (cont.) | | | | | |
| 60510 | Civil Process | 1,688,799 | 0 | 1,688,799 | 8.00 |
| 60515 | River Patrol | 2,153,456 | 869,759 | 3,023,215 | 12.50 |
| 60520 | Detectives Unit | 2,451,927 | 45,446 | 2,497,373 | 12.15 |
| 60521 | In-Jail Human Trafficking | 213,572 | 0 | 213,572 | 1.00 |
| 60525 | Special Investigations Unit | 1,246,838 | 290,000 | 1,536,838 | 7.00 |
| 60530 | TriMet Transit Police | 0 | 1,687,171 | 1,687,171 | 9.00 |
| 60530B | Trimet Transit Police Expansion | 0 | 1,989,574 | 1,989,574 | 13.50 |
| 60535A | School Resource Officer Program | 700,295 | 0 | 700,295 | 4.35 |
| 60535B | Community Resource Officer Program | 216,461 | 0 | 216,461 | 1.00 |
| 60535C | Restore Community Resource Officers | 330,008 | 0 | 330,008 | 2.00 |
| 60540 | Homeless Outreach and Programs Engagement (HOPE) Team | 243,824 | 0 | 243,824 | 2.00 |
| 60550 | Hornet Trail Rescue and Wilderness Law Enforcement Services Team | 20,768 | 0 | 20,768 | 0.00 |
| 60555 | Gun Dispossession/VRO Detail | 226,517 | 0 | 226,517 | 1.00 |
| 60565 | Metro Unit | 0 | 621,014 | 621,014 | 3.45 |
| COVID-19 & American Rescue Plan | | | | | |
| 60997 | ARP - MCIJ Dorm 5 & Provide Phone Calls for AIC | 0 | 926,380 | 926,380 | 0.00 |
| 60998 | ARP - MCIJ Dorm 13 | 0 | 547,040 | 547,040 | 0.00 |
| 60999 | ARP - Elect Signage/Remote Court Hearings/Washing Machine/Microsoft Teams Licensing | 0 | 120,000 | 120,000 | 0.00 |
| Total Sheriff's Office | | \$149,322,529 | \$19,696,684 | \$169,019,213 | 797.16 |

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Department: Sheriff **Program Contact:** Michael Reese

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

Related Programs:

Program Characteristics:

Executive Summary

The Executive Office, led by the Sheriff, is committed to providing Multnomah County with exemplary public safety services, 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 Sheriff promotes organizational transparency by including community and governmental partners in program and policy development, specifically ensuring a public review process for policy development. A strategic plan has been developed for 2020-2022 to guide high level goals through measurement and analysis.

The Sheriff's Office is committed to the work of equity and inclusion, for our agency and for the communities we serve. We value public trust and work to maintain and improve our relationships. One way we do this is by applying an equity lens at the executive level. Through our Equity Manager, we make conscious efforts to identify, analyze and address procedural norms, processes, and/or policies in place that creates barriers and power imbalances which prevents equal access to opportunities.

The Sheriff's Office provides professional public safety services using 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.

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.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 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 | 11 | 12 |
| Outcome | Positive Work Environment: Number of MCSO Managers Meetings this year | 12 | 12 | 10 | 12 |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,075,520 | \$0 | \$1,117,282 | \$0 |
| Contractual Services | \$36,632 | \$0 | \$36,632 | \$0 |
| Materials & Supplies | \$144,765 | \$0 | \$141,622 | \$0 |
| Internal Services | \$280,569 | \$0 | \$308,748 | \$0 |
| Total GF/non-GF | \$1,537,486 | \$0 | \$1,604,284 | \$0 |
| Program Total: | \$1,537,486 | | \$1,604,284 | |
| Program FTE | 6.00 | 0.00 | 6.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60100 Executive Office

Department: Sheriff **Program Contact:** Katie Burgard
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Equity and Inclusion Manager (EI Manager) for the Sheriff's Office guides the agency's work related to expanding opportunities for inclusion and applying an equity lens to internal processes and external services provided. As an integrated part of the Executive Team, this position leads the work of equity and inclusion strategies related to agency-wide initiatives including the County Workforce Equity Strategic Plan, MCSO Strategic Plan and MCSO Wellness Initiative. The EI Manager supports the work of the Sheriff, Executive Team, and agency as a partner to MCSO Human Resources, Communication, Strategic Services, as well as, represents the agency in high-level panels, committees, and workgroups.

Program Summary

MCSO's Equity and Inclusion Manager (EI Manager) embraces and effectively engages in the County's Workforce Equity Strategic Plan (WESP). The EI Manager acts as MCSO's liaison with the Countywide initiative partners, the EEOC office, community partners, and MCSO's own membership while leading and further developing the internal MCSO Equity Committee comprised of a diversity of members across the agency. This position works closely with Executive Leadership to identify and address inequities within organizational policies and practices, ensuring that an equity lens is applied across all business processes, and supporting MCSO employees in understanding and enacting new behavioral expectations to ensure the staff experience a more equitable workplace environment that is rooted in safety, trust and belonging. The EI Manager develops and guides internal processes to support the learning of MCSO members through identifying professional trainings, facilitating discussions, and informing communication strategies.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Percent of County Workforce Equity Initiative Objectives addressed by MCSO Equity Committee | N/A | N/A | N/A | 50% |
| Outcome | Number of recommendations from MCSO Equity Committee submitted to MCSO Leadership | N/A | N/A | N/A | 12 |
| Outcome | Number of Equity Core Team meetings attended | N/A | N/A | N/A | 12 |
| Outcome | Number of WESP meetings attended | N/A | N/A | N/A | 12 |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$174,272 | \$0 | \$135,221 | \$0 |
| Contractual Services | \$0 | \$0 | \$10,000 | \$0 |
| Materials & Supplies | \$0 | \$0 | \$29,779 | \$0 |
| Total GF/non-GF | \$174,272 | \$0 | \$175,000 | \$0 |
| Program Total: | \$174,272 | | \$175,000 | |
| Program FTE | 1.00 | 0.00 | 1.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60110 Human Resources

In FY 2022, this position has moved out of the Human Resources Unit program offer and is now in this program offer, Equity & Inclusion.

Department: Sheriff **Program Contact:** Katie Burgard

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

Related Programs:
Program Characteristics:

Executive Summary

The Equity and Inclusion Unit builds capacity to both maintain existing obligations for the Equity and Inclusion Manager and meet expanded initiatives included in the County Workforce Equity Strategic Plan, MCSO Strategic Plan and MCSO Wellness Initiative. This unit will be responsible for advancing workforce equity to the over 700-person membership by developing, implementing and monitoring equity, diversity and inclusion initiatives. The Unit will work collaboratively with the Sheriff, Executive Leadership, Human Resources, Command Team, Managers and staff to support and ensure best practices in recruitment, hiring, promotion, training, and education to support organizational culture change to normalize, organize and operationalize Equity, Diversity and Inclusion efforts throughout the agency.

Program Summary

MCSO's Equity and Inclusion Manager will supervise a unit of staff focused on advancing the guidance of the County Workforce Equity Strategic Plan, MCSO Strategic Plan and MCSO Wellness Initiatives.

To develop, maintain, and further expand this work for the Sheriff's Office, an Equity Unit will be created to establish funding for two additional FTE staff:

1. Equity and Inclusion Specialist will focus on developing, coordinating and facilitating training programs to enhance employee understanding of equity, inclusion and diversity tools and practices. This position will work closely with the MCSO Training Unit, Multnomah County's Organizational Learning and community organizations with subject matter expertise to create learning experiences for all sworn and non-sworn members that promotes continual growth and improvement. This role will also research and implement data collection systems for tracking staff competency growth by working closely with the Planning and Research Unit.
2. Workforce Equity and Access Coordinator will seek to identify and address any disproportionate racial and ethnic demographics within the MCSO membership, particularly within the higher leadership ranks by working closely with MCSO HR and Communications to build and maintain relationships with our diverse communities. This position will also focus on supporting retention efforts rooted in workforce wellness by working closely with MCSO's Wellness Committee to support the 2019 Wellness Strategic Plan, Peer Support Program and an MCSO Mentorship and Guidance Program.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Recruitment, Hiring, Onboarding of new Equity Unit FTE staff | N/A | N/A | N/A | 100% |
| Outcome | # of meetings with collaborative partners within MCSO, Multnomah County and community organizations | N/A | N/A | N/A | 18 |

Performance Measures Descriptions

MCSO Equity Unit will commit time and resources to initiate a comprehensive recruitment strategy for the new FTE positions. The Equity and Inclusion Manager will work closely with HR, MCSO Equity Committee, MCSO leadership and County Equity partners within the recruitment, hiring and onboarding process. Once hired and onboarded, the new FTE positions will focus on establishing relationships while building organizational and agency knowledge to support their subject matter expertise.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$240,908 | \$0 |
| Materials & Supplies | \$0 | \$0 | \$20,592 | \$0 |
| Total GF/non-GF | \$0 | \$0 | \$261,500 | \$0 |
| Program Total: | \$0 | | \$261,500 | |
| Program FTE | 0.00 | 0.00 | 2.00 | 0.00 |

| Program Revenues | | | | |
|------------------|-----|-----|-----|-----|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Sheriff **Program Contact:** 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 processes, position tracking, promotional hiring processes, fingerprinting, ID and photographs for facility access of contractors and other County employees, coordination of psychological testing for hire, employee personnel and medical records maintenance (including compliance with HIPAA rules regarding medical files), termination activities, labor relations interactions, union contract negotiations, grievance responses, affirmative action, ADA (Americans with Disabilities Act) accommodation process, 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, confidential environment. Many of the components of engaging in the County equity initiative rely on processes through Human Resources and this unit engages directly and frequently with the Sheriff's Office Equity Manager. Human Resources have begun its equity work in earnest by analyzing, reviewing and updating the hiring processes to include engagement with and input from the Equity Manager to ensure an equity analysis is completed on each hiring process. These efforts will continue for each new recruitment process conducted, as well as promotional processes.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of leave requests (Admin/LOA/FMLA/OFLA/WC/Military) processed | 421 | 800 | 438 | 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,327,713 | \$0 | \$1,448,177 | \$0 |
| Contractual Services | \$12,124 | \$0 | \$72,124 | \$0 |
| Materials & Supplies | \$28,099 | \$0 | \$24,071 | \$0 |
| Internal Services | \$102,696 | \$0 | \$94,491 | \$0 |
| Total GF/non-GF | \$1,470,632 | \$0 | \$1,638,863 | \$0 |
| Program Total: | \$1,470,632 | | \$1,638,863 | |
| Program FTE | 9.00 | 0.00 | 9.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60110 Human Resources

In FY 2022, the Equity Manager position moved from the Human Resources program offer to the Equity & Inclusion program offer (60105A).

In FY 2021, Human Resources began the process of engaging with the Equity Manager to analyze and review hiring processes. In FY 2022, all hiring processes will have engagement, input and participation by the Equity Manager, and Equity Team participant and/or another department Equity Team member.

The Equity Manager works with each recruiter and provides input on all recruitment language, reviews and updates all interview and supplemental questions in recruitments and all interview panel members will have gone through bias training prior to participation. In FY 2022, MCSO will continue to update and support the Equity Initiative efforts by moving next to review and update the promotional processes as well as efforts to engage and retain current employees.

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 provides 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 Time and Attendance Unit works with employees and management to resolve time entry and 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 the Sheriff's Office employees. The Unit's tasks are essential and critical; accuracy of time entry, applying Union contract, Agency, and County rules with State and Federal laws, to ensure 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 Time and Attendance Unit performs time entry audits during the pay period and after the payroll cycle is processed to ensure all employees are accurately compensated for their work effort. This auditing function reports potential discrepancies and mistakes before they result in overpayments or underpayments to employees. When these errors occur, it causes more work for staff to have to analyze the error, adjust the time after the fact, and either begin the process of taking the money back from the employee in the form of dock pays in future paychecks or issue extra, paper checks to make the employee whole.

With the change to employee-based time entry and manager approvals under Workday, it has been realized the increased need for the Time and Attendance Unit to continue in depth auditing and payslip review. The unit now has two full years of experience working in Workday and while it doesn't have the resources to complete 100% auditing with only three timekeepers working full time on this work, the auditing function saves a tremendous amount of time and money for the County. The Time and Attendance Unit has continued their support role for staff and management requesting training and support with the Workday system. The Time and Attendance Unit also provides analysis for staff to better understand their time and pay and walks them through changes that need to be made. This unit exclusively serves MCSO staff in providing their time entry and auditing function but works collaboratively with Central Payroll on resolving issues and errors. Efforts are constantly being made to ensure the work the timekeepers do for staff is transparent and consistent to ensure fair, equitable attention to each and every member in the agency.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--------------------------------|-------------|---------------|---------------|------------|
| Output | Total hours audited per year | 1,768,735 | 1,800,000 | 1,800,000 | 1,800,000 |
| Outcome | Number of manual checks issued | 122 | 200 | 140 | 140 |

Performance Measures Descriptions

The "Total hours audited per year" is the total hours entered by all MCSO staff during the Fiscal Year. The unit has not increased the number of overall FTE so this number should be consistent with previous FY years. The "Number of manual checks issued" represent underpayments found and paid to employees off payroll cycles. 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$593,726 | \$0 | \$614,390 | \$0 |
| Materials & Supplies | \$14,895 | \$0 | \$14,371 | \$0 |
| Internal Services | \$39,254 | \$0 | \$41,194 | \$0 |
| Total GF/non-GF | \$647,875 | \$0 | \$669,955 | \$0 |
| Program Total: | \$647,875 | | \$669,955 | |
| Program FTE | 5.00 | 0.00 | 5.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60111 Time & Attendance Unit

Department: Sheriff **Program Contact:** Carey Kaer

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 use physical force against members of the public. With that enormous responsibility and potential liability, the public deserves assurance that the agency is conducting its mandated duties lawfully, efficiently, equitably, and in the most cost-effective manner possible. Professional Standards Unit operates independently of the chain-of-command and reports directly to the elected Sheriff, ensuring public accountability.

Program Summary

Professional Standards consists of the Inspections Unit, a Life Safety Specialist, Internal Affairs Unit (IAU), Use of Force (UOF) Inspector, County Attorney Liaison, 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.

Through internal auditing and investigations, the work of the Professional Standards Unit simultaneously addresses the need for accountability for individual misconduct, and the need to adopt best practices to eliminate systemic inequity.

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, including use of force and biased behavior allegations 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, and makes recommendations for use of force policies and procedures based on public safety industry best standards. The Use of Force Inspector regularly reports Agency statistical information, which is made available to the public regarding use of force to ensure accountability and transparency. The Use of Force statistics are available on the Sheriff's Office website for public viewing. 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Use of Force report review and audit by UOF inspector* | 150 | 100 | 150 | 150 |
| Outcome | Number of processed complaints that required a full IAU investigation | 28 | 24 | 24 | 28 |
| 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 | 18 | 18 | 19 | 19 |

Performance Measures Descriptions

Total internal audits include: narcotics case audits, weapons audits, weapons destruction processing, program unit audits, property audits, safety inspections, and quality control audits. "Total inquiries" include threat assessments, 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. * The UOF Inspector is a new position initiated by the Sheriff to promote Accountability and Transparency of force incidents.

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 and Policy 700.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,419,467 | \$0 | \$1,446,313 | \$0 |
| Contractual Services | \$23,338 | \$0 | \$23,338 | \$0 |
| Materials & Supplies | \$85,643 | \$0 | \$82,426 | \$0 |
| Internal Services | \$87,775 | \$0 | \$74,902 | \$0 |
| Total GF/non-GF | \$1,616,223 | \$0 | \$1,626,979 | \$0 |
| Program Total: | \$1,616,223 | | \$1,626,979 | |
| Program FTE | 7.00 | 0.00 | 7.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60120 Professional Standards

Department: Sheriff **Program Contact:** Chad Gaidos

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

Related Programs:
Program Characteristics:
Executive Summary

To effectively operate a healthy, safe jail system for both adults in custody and staff members, many local, state and federal regulations have been enacted to ensure consistent guidelines are met. Compliance with these required standards can only be achieved through a dedicated resource with the training and information needed to understand how to meet these changing rules. Audits increase effectiveness and efficiency and are essential to government accountability.

Program Summary

The Corrections Compliance Manager will coordinate compliance with all jail related laws, mandates and best practices, to include; Prison Rape Elimination Act, Americans with Disabilities Act, state and federal Occupational Safety and Health Administration regulations, Corrections Grand Jury inspections, Oregon Jail Standards inspections, internal and external audits of MCSO facilities and operations. Inspections and audits increase accountability, provide a mechanism for controls and self-assessment, and assist management in improving the organization through an objective assessment of policies and procedures.

The safe care and treatment of all adults in custody is the primary mission of the Corrections Division. With a bulk of the divisions work happening outside of the view of the community, efforts to be transparent are critical to maintaining public trust. Many laws and regulations define standards for a healthy, safe jail system. Compliance with these standards is important, and in many cases requires a subject matter expert in both the standard and the system. The Compliance Manager will be formally trained in performing independent, professional audits and inspections. MCSO's Corrections Compliance Manager will be assigned to conduct internal and external audits of both facilities to ensure they not only meet minimum standards, but seek a path to exceeding standards. Reporting audit results and making recommendations to the Sheriff and Executive Team will eliminate any gaps in operations that prevent the jail system from serving as the most valuable resource to everyone entrusted to MCSO's care.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|---------------------|--|--------------------|----------------------|----------------------|-------------------|
| Output | Number of PREA cases entered, investigated, reviewed and completed | N/A | N/A | N/A | 150 |
| Outcome | Number of audits/inspections (i.e. Grand Jury, PREA, etc) | N/A | N/A | N/A | 4 |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$271,171 | \$0 |
| Total GF/non-GF | \$0 | \$0 | \$271,171 | \$0 |
| Program Total: | \$0 | | \$271,171 | |
| Program FTE | 0.00 | 0.00 | 1.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Sheriff **Program Contact:** Chris Liedle

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

Related Programs:
Program Characteristics:

Executive Summary

The Communications Unit is a bridge between the Sheriff's Office and the public, connecting, engaging and empowering members, residents, communities, the intergovernmental arena and the media alike in Multnomah County and beyond. The Communications team works around the clock to provide critical, accurate, time-sensitive information necessary for the public to make informed, sometimes life-saving decisions, shares and publishes agency news and events to increase community and membership engagement, works professionally and effectively with the media and furthers transparency by facilitating public records requests. The Communications team uses tact and self-awareness to develop communications for diverse audiences and continuously reviews and evaluates communications strategies.

Program Summary

The Communications Unit provides critical, accurate, time-sensitive information necessary for the public to make informed, sometimes life-saving decisions and shares and publishes agency news and events to increase community and membership engagement and understanding of public safety. The Communications Unit also oversees a team of Public Information Officers, who deliver vital information to the public during an emergency or crisis, such as a natural disaster or criminal investigation.

The Communications Unit produces public relations and marketing content, such as social media posts, press releases, infographics, photos and videos, and manages the agency's internal and external facing webpages, social media accounts and Sheriff's video projects, among many other tools, to effectively and creatively communicate Sheriff's Office activities to diverse audiences through numerous methods. The Communications Unit is responsible for developing, implementing and managing the agency's internal and external communications strategies, and continuously monitoring and evaluating such strategies to improve reach and engagement.

The Communications Unit maintains the agency's public standing by working professionally and effectively with its media and community partners, and collaborating with intergovernmental partners and community organizations to create public safety, health and wellness messaging campaigns, coordinating community outreach opportunities and elevating direct messaging from the Sheriff. The Communications Unit furthers agency transparency by facilitating a high volume of public records requests.

As the Multnomah County Sheriff's Office has grown, and its scope of services expanded, so too has the challenge of maintaining a shared organizational direction. Critical to MCSO's success, is that all members of its diverse workforce feel heard and are heard, and that member ideas continue to drive the success of the agency.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|-------------------------------------|-------------|---------------|---------------|------------|
| Output | Social media posts | 1,079 | 1,800 | 1,800 | 2,000 |
| Outcome | Social media post engagements | 150,000 | 200,000 | 200,000 | 250,000 |
| Outcome | Communications development projects | N/A | N/A | N/A | 3 |

Performance Measures Descriptions

The Communications Unit identified three new projects in FY 2022: 1) Add alternative-text (alt-text) to visual content shared on social media when possible 2) Overhaul MCSO's internal webpages to develop more reliable internal communication and increase engagement among staff across all divisions. 3) Develop a long-term, internal communication strategy in collaboration with MCSO's Equity & Inclusion Team.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$425,900 | \$0 | \$513,629 | \$0 |
| Materials & Supplies | \$28,800 | \$0 | \$39,500 | \$0 |
| Internal Services | \$1,325 | \$0 | \$1,300 | \$0 |
| Total GF/non-GF | \$456,025 | \$0 | \$554,429 | \$0 |
| Program Total: | \$456,025 | | \$554,429 | |
| Program FTE | 3.00 | 0.00 | 3.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60221 Communications Unit

In FY 2021, the Communications Unit was moved to the Executive Office, and is a direct report to the Office of the Sheriff.

Department: Sheriff**Program Contact:** Jon Harms Mahlandt**Program Offer Type:** Administration**Program Offer Stage:** As Adopted**Related Programs:****Program Characteristics:****Executive Summary**

The Business Services Division (BSD) oversees seven professional units that support MCSO's Law Enforcement Division, its Corrections Divisions, and its Executive Office. BSD values continuous improvement and looks to make decisions today that will help MCSO succeed long into the future. BSD is committed to diversity, equity, and inclusion, and continues to seek opportunities to instantiate these values at MCSO.

Program Summary

The Business Services Division (BSD) supports the work of the Sheriff's Office Corrections and Law Enforcement divisions, as well as that of other County departments and other partners. While BSD includes a diverse mix of work units (detailed below), the overarching mission of the division is to inform, evaluate, and support the Sheriff's office to help it continuously improve.

BSD oversees the Fiscal Unit which is responsible for the professional stewardship of all funds allocated to MCSO. It also includes the Planning and Research Unit, which collects, analyzes, and reports key data that enables agency data-driven decision making. The Law Enforcement Records Unit archives and retrieves investigative information in support of a 24/7 enforcement effort throughout the year. The Criminal Justice Information System (CJIS) Unit provides technology support for MCSO, 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, and provides professional development training for MCSO's sworn and civilian employees. The Logistics Unit provides secure management of property and evidence and the agency's vehicle fleet.

BSD is committed to furthering diversity, equity, and inclusion at MCSO. BSD units lead the development and implementation of the agency's first equity-driven strategic plan. BSD also oversees the agency's wellness program which borrows heavily from the County's Workforce Equity Strategic Plan to help create an environment of safety, trust, and belonging.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Performance Measures Met within Division | 78% | 92% | 78% | 92% |
| Outcome | Diversity, Equity, and Inclusion Initiatives | N/A | 2 | 5 | 5 |

Performance Measures Descriptions

Diversity, Equity, and Inclusion Initiatives is a new performance measure. This measure is meant to encompass high-level, agency-wide initiatives with the explicit goal of furthering DEI at MCSO. For the current year, these include the MCSO Strategic Plan and the MCSO Wellness Program.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$380,869 | \$0 | \$372,332 | \$0 |
| Contractual Services | \$13,233 | \$0 | \$13,233 | \$0 |
| Materials & Supplies | \$1,123,638 | \$0 | \$1,127,491 | \$0 |
| Internal Services | \$32,532 | \$0 | \$29,171 | \$0 |
| Total GF/non-GF | \$1,550,272 | \$0 | \$1,542,227 | \$0 |
| Program Total: | \$1,550,272 | | \$1,542,227 | |
| Program FTE | 1.00 | 0.00 | 1.00 | 0.00 |

| Program Revenues | | | | |
|-----------------------|--------------------|------------|--------------------|------------|
| Other / Miscellaneous | \$1,363,842 | \$0 | \$1,153,624 | \$0 |
| Total Revenue | \$1,363,842 | \$0 | \$1,153,624 | \$0 |

Explanation of Revenues

The FY 2022 Department Indirect Revenue is \$1,153,624.

Significant Program Changes

Last Year this program was: FY 2021: 60200 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 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 and 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 Criminal Justice Information Systems (CJIS) Unit supports all aspects of technology for the Sheriff's Office, including both hardware solutions and software systems. Currently the unit, supports upwards of 3,000 users, between the internal MCSO users and partner agency users, all needing access to MCSO supported applications. The CJIS Unit works closely with justice partner agencies to provide their users secure access to MCSO applications and resources. The Unit supports external partners' access and authentication to applications as well as public access to MCSO data via MCSO's public website. The unit partners with several Multnomah County agencies as well as other Criminal Justice agencies across the state. 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 Applications and technology. The Unit conducts thorough assessments of technology needs and recommends useful and cost-effective upgrades and/or solutions based on identified need that is as inclusive as possible. One of the ways that needs are identified, is by creating an inclusive and transparent process which helps to empower the end user.

Given its need to be available and ensure sustainability of its service, MCSO CJIS operates a technical support 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 adults in custody population, from tablets used for language interpretation to data sharing for phone and kiosk systems for adults in custody, thus enabling equitable access to services.

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 and Oregon State Police (OSP) audits for agency compliance to FBI and OSP policies. The unit develops implementation plans for the audit recommendations.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---------------------------------|-------------|---------------|---------------|------------|
| Output | Number of work orders completed | 2,456 | 3,500 | 2,736 | 3,000 |
| Outcome | Accessibility improvements | 0 | 0 | 0 | 2 |

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.

New Outcome measure for FY 2022.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,413,033 | \$0 | \$1,458,263 | \$0 |
| Contractual Services | \$21,693 | \$0 | \$47,320 | \$0 |
| Materials & Supplies | \$613,397 | \$0 | \$932,746 | \$0 |
| Internal Services | \$5,140,338 | \$0 | \$5,381,213 | \$0 |
| Total GF/non-GF | \$7,188,461 | \$0 | \$7,819,542 | \$0 |
| Program Total: | \$7,188,461 | | \$7,819,542 | |
| Program FTE | 7.00 | 0.00 | 7.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|----------------|------------|----------------|------------|
| Service Charges | \$8,440 | \$0 | \$4,840 | \$0 |
| Total Revenue | \$8,440 | \$0 | \$4,840 | \$0 |

Explanation of Revenues

General Fund:
 \$3,600 - Requests for Arrest Reports
 \$1,240 - Crime Capture Reports - PPB & Gresham

Significant Program Changes

Last Year this program was: FY 2021: 60205 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; 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.

The Fiscal Unit develops the Sheriff's Office's adopted budget annually. An agency's budget is a reflection of their values. With a lens toward equity, budget decisions include an assessment of equity impacts for potential burdens and benefits for the community, especially communities of color and low-income communities. One of the goals is that the financial investments help to reduce disparities.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Percent of payments over 60 days | 2.9% | 6.0% | 5.0% | 6.0% |
| Outcome | Number of accounts payable payments made | 4,607 | 4,000 | 4,000 | 4,000 |

Performance Measures Descriptions

County policy is to have payments made within 30 days of invoice, the data is from Workday on actual payment date versus invoice date. The Outcome measure of payments made reflects the volume of payments processed by the unit with the outcome of vendors paid.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,217,227 | \$0 | \$1,289,541 | \$0 |
| Materials & Supplies | \$16,355 | \$0 | \$14,783 | \$0 |
| Internal Services | \$48,730 | \$0 | \$65,933 | \$0 |
| Total GF/non-GF | \$1,282,312 | \$0 | \$1,370,257 | \$0 |
| Program Total: | \$1,282,312 | | \$1,370,257 | |
| Program FTE | 8.67 | 0.00 | 8.67 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60210 Fiscal Unit

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$528,203 | \$0 | \$552,748 | \$0 |
| Contractual Services | \$0 | \$0 | \$15,000 | \$0 |
| Materials & Supplies | \$13,420 | \$0 | \$18,844 | \$0 |
| Internal Services | \$186,560 | \$0 | \$173,350 | \$0 |
| Total GF/non-GF | \$728,183 | \$0 | \$759,942 | \$0 |
| Program Total: | \$728,183 | | \$759,942 | |
| Program FTE | 4.00 | 0.00 | 4.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60213A Logistics Unit

Department: Sheriff

Program Contact: Jon Harms Mahlandt

Program Offer Type: Support

Program Offer Stage: As Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Planning and Research Unit (P&R) provides data, analysis, and research to help MCSO leaders make informed decisions and to support other community-wide, data-driven efforts that focus on criminal justice issues. The unit's critical functions include program evaluation, data collection, analysis, reporting, and long-term agency planning. P&R values diversity, equity, and inclusion, and strives to help make MCSO a place of safety, trust, and belonging.

Program Summary

The Planning and Research Unit (P&R) provides data, analysis, and research to help MCSO leaders make informed decisions. Products created by this unit inform both policy and operations, and help MCSO plan for its future. P&R also assists MCSO staff in the development of data-collection tools which help ensure that staff have the information they need to manage and evaluate their programs.

P&R evaluates MCSO programs, using data to identify positive outcomes and areas for improvement. Recent evaluations have focused on connections to services for adults in custody and long pre-trial stays for individuals charged with serious crimes.

P&R also works to help make MCSO a more equitable employer, including designing and administering the MCSO employee survey and the MCSO strategic plan. These and related efforts have the ultimate goal of ensuring MCSO is a place of safety, trust, and belonging for all of its staff. P&R also strives to improve its understanding of diversity, equity, and inclusion, holding dedicated meetings to explore these topics and better understand how to integrate them into unit work. These meetings are captured in a performance measure below.

Finally, as part of MCSO's commitment to our criminal justice community, P&R staff participate in work groups with analysts and policymakers in many other criminal justice agencies. The goal of these groups is to help MCSO and partner agencies leverage each other's data to inform policymaking and improve outcomes for the entire criminal justice system. This work includes identifying and reckoning with racial and ethnic disparities that exist at many levels of the criminal justice system.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Data requests | 257 | 165 | 296 | 280 |
| Outcome | Percent of total requests completed on time | 95% | 95% | 93% | 95% |
| Output | Number of meetings focused on Equity | N/A | N/A | N/A | 24 |

Performance Measures Descriptions

Data request data from P&R Data Tracker; Number of equity meetings is a new performance measure.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$650,659 | \$0 | \$689,836 | \$0 |
| Materials & Supplies | \$6,370 | \$0 | \$5,323 | \$0 |
| Internal Services | \$31,454 | \$0 | \$32,884 | \$0 |
| Total GF/non-GF | \$688,483 | \$0 | \$728,043 | \$0 |
| Program Total: | \$688,483 | | \$728,043 | |
| Program FTE | 4.00 | 0.00 | 4.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60220 Planning & Research Unit

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, the Law Enforcement Records Unit operates 24/7 365 days a year, and receives, processes, and maintains law enforcement, warrant, and protective order records for Multnomah County. This unit is often the first point of contact for the public, other agencies, and other law enforcement personnel. Accurate and timely processing of work 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.

All services are provided equally to all internal and external customers regardless of race, religion, creed, color, or gender identity.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of warrants received and entered | 17,854 | 22,000 | 13,161 | 23,000 |
| Outcome | Number of protective orders received and entered | 2,841 | 3,100 | 2,697 | 3,200 |
| Output | Number of law enforcement records entered | 12,572 | 14,000 | 15,297 | 19,000 |
| Output | Number of LEDS/NCIC records validated (PO, Warrants, Others) | 16,383 | 20,000 | 21,732 | 22,000 |

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. The FY 2021 Estimate for the number of warrants and protective orders received are lower than budgeted as a result of COVID related delays and shutdowns of the courts. It is anticipated that this number will escalate above projected when the courts return to normal operations.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$2,832,105 | \$0 | \$3,053,320 | \$0 |
| Contractual Services | \$13,988 | \$0 | \$33,988 | \$0 |
| Materials & Supplies | \$77,757 | \$0 | \$72,970 | \$0 |
| Internal Services | \$61,757 | \$0 | \$55,663 | \$0 |
| Total GF/non-GF | \$2,985,607 | \$0 | \$3,215,941 | \$0 |
| Program Total: | \$2,985,607 | | \$3,215,941 | |
| Program FTE | 27.00 | 0.00 | 27.00 | 0.00 |

| Program Revenues | | | | |
|-------------------------|-----------------|------------|-----------------|------------|
| Fees, Permits & Charges | \$40,000 | \$0 | \$30,343 | \$0 |
| Other / Miscellaneous | \$22,500 | \$0 | \$33,331 | \$0 |
| Total Revenue | \$62,500 | \$0 | \$63,674 | \$0 |

Explanation of Revenues

General Fund:
 \$30,343 - Tow Fees
 \$33,331 - Report Requests

This amount is based on what was received during the first 6 months of FY 2021.

Significant Program Changes

Last Year this program was: FY 2021: 60225 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 in support 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 7,800 alarm customers.

Program Summary

Within the Law Enforcement Support Unit, the Alarms program issues burglary and robbery alarm permits for both residential and business customers located in unincorporated Multnomah County as well as in five cities located in East Multnomah County. Approximately 7,800 alarm customers are managed within the Alarms program. A False Alarm Reduction Program is operated for all residents and business, inclusive of all ethnicities, cultures and diverse backgrounds, which tracks burglary and robbery alarm events in the areas we serve.

Effective alarm use management increases the probability that the alarm calls law enforcement responds to will be valid alarm calls. Additionally reduction of false alarm calls conserves scarce public safety resources by reducing the time that law enforcement officers respond to 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 law enforcement 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 alarm systems provide increased security for the community, a reduction in criminal offenses, more effective law enforcement, and cost savings for Multnomah County and the cities we serve.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of alarm events | 2,748 | 2,900 | 2,800 | 2,900 |
| Outcome | Number of false alarms dispatches completed | 1,962 | 1,900 | 2,025 | 2,000 |
| Output | Number of new alarm permits issued | 824 | 1,000 | 850 | 1,200 |
| Output | Number of existing alarm permits renewed | 7,804 | 6,400 | 7,800 | 7,800 |

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 |
|-------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$145,700 | \$0 | \$154,506 |
| Contractual Services | \$0 | \$53,586 | \$0 | \$129,191 |
| Materials & Supplies | \$0 | \$2,624 | \$0 | \$2,624 |
| Internal Services | \$0 | \$34,090 | \$0 | \$29,020 |
| Total GF/non-GF | \$0 | \$236,000 | \$0 | \$315,341 |
| Program Total: | \$236,000 | | \$315,341 | |
| Program FTE | 0.00 | 1.50 | 0.00 | 1.50 |

| Program Revenues | | | | |
|---------------------------|------------|------------------|------------|------------------|
| Fees, Permits & Charges | \$0 | \$71,000 | \$0 | \$193,659 |
| Other / Miscellaneous | \$0 | \$133,000 | \$0 | \$91,682 |
| Beginning Working Capital | \$0 | \$32,000 | \$0 | \$30,000 |
| Total Revenue | \$0 | \$236,000 | \$0 | \$315,341 |

Explanation of Revenues

This program generates \$18,587 in indirect revenues.

Special Ops Fund:

\$30,000 - Carry-over from Fiscal Year 2021

\$27,000 - Alarms Late Fees

\$166,659 - Alarms Permits

\$91,682 - False Alarms Fines

These amounts are based on FY 2020 actuals.

Significant Program Changes

Last Year this program was: FY 2021: 60230 Alarm Program



Program #60235 - Concealed Handgun Permits

7/6/2021

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 Statues (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

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | New/renew concealed handgun permit applications | 8,404 | 8,300 | 16,230 | 12,000 |
| Outcome | New/transfer/renewal concealed handgun permits issued | 7,285 | 8,500 | 14,500 | 10,000 |
| Outcome | New denials and valid concealed handgun permits revoked | 164 | 225 | 300 | 300 |
| Output | Number of Courthouse ID's issued | 417 | 1,000 | 700 | 700 |

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. The FY 2021 estimate for the first two performance measures is accurate and a result of an unprecedented demand for CHL licenses for the first half of FY 2021.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$528,071 | \$0 | \$539,764 |
| Contractual Services | \$0 | \$45,893 | \$0 | \$45,893 |
| Materials & Supplies | \$1,341 | \$75,693 | \$0 | \$75,693 |
| Internal Services | \$0 | \$101,964 | \$17,979 | \$75,680 |
| Capital Outlay | \$0 | \$47,933 | \$0 | \$265,579 |
| Total GF/non-GF | \$1,341 | \$799,554 | \$17,979 | \$1,002,609 |
| Program Total: | \$800,895 | | \$1,020,588 | |
| Program FTE | 0.00 | 4.00 | 0.00 | 4.00 |

| Program Revenues | | | | |
|---------------------------|------------------|------------------|-----------------|--------------------|
| Fees, Permits & Charges | \$0 | \$422,168 | \$0 | \$655,732 |
| Beginning Working Capital | \$0 | \$350,000 | \$0 | \$300,000 |
| Service Charges | \$111,157 | \$27,386 | \$99,200 | \$46,877 |
| Total Revenue | \$111,157 | \$799,554 | \$99,200 | \$1,002,609 |

Explanation of Revenues

This program generates \$64,933 in indirect revenues.

General Fund:

\$99,200 - Facility Access ID Badges (Based on actual amount collected in FY 2020.)

Special Ops Fund: \$300,000 - Carry-over from Fiscal Year 2021; \$2,623 - OLCC Fees; \$653,109 - Concealed Handgun Licenses; \$46,877 - In-Person Handgun Safety Classes and On-line Handgun Safety Course (Based on actual amounts collected during the first 6 months of FY 2021.)

Significant Program Changes

Last Year this program was: FY 2021: 60235 Concealed Handgun Permits

Department: Sheriff **Program Contact:** Joel Wendland

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 and documenting training to sworn Law Enforcement and Corrections Deputies to ensure they are well equipped to address the communities 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 and develops curricula for both in-person and online formats. They identify training venues, schedule qualified guest instructors and instructors from around the agency, maintain class schedules, and conducts training. Classes are created, prepared, scheduled and delivered in the proper format for in-person lecture and discussion, hands on scenario and skills training, and the MCSO Online Training System. Orientation Training is provided to all new employees. MCSO has hired 128 employees over the last 2 years with 110 being Law Enforcement and Corrections Deputies.

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 Unit's Fiscal Year 2021 training plan has been developed and will include the following areas: PREA, Case Law and Policy Updates, Mental Health and Communications, De-escalation, Employee Health and Wellness, Trauma Informed Care, Duty to Intervene, Confrontation Management, and Bias Awareness.

DPSST also has all sworn staff on a 3-year cycle where staff are required to complete 3 hours of mental health/ crisis intervention training, and they have to complete 84 hours of total training. All supervisors have to complete 24 hours of leadership over the course of the 3-year cycle. The training unit is responsible for tracking the 3-year and 1-year cycles required by DPSST and submittal of documentation to DPSST. Additionally, the Training Unit tracks probationary deputies and sergeants to ensure productive, ethical long-term employees and supervisors.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|----------------------------------|-------------|---------------|---------------|------------|
| Output | Student classroom training hours | 25,133 | 20,784 | 21,004 | 25,728 |
| Outcome | Student online training hours | 6,510 | 8,485 | 4,270 | 6,432 |

Performance Measures Descriptions

Data from the MCSO Online Training System. FY 2021 estimate 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.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$3,023,582 | \$77,829 | \$3,074,851 | \$79,084 |
| Materials & Supplies | \$371,015 | \$0 | \$370,073 | \$0 |
| Internal Services | \$240,627 | \$9,791 | \$381,883 | \$9,514 |
| Total GF/non-GF | \$3,635,224 | \$87,620 | \$3,826,807 | \$88,598 |
| Program Total: | \$3,722,844 | | \$3,915,405 | |
| Program FTE | 10.50 | 0.50 | 10.50 | 0.50 |

| Program Revenues | | | | |
|----------------------|------------|-----------------|------------|-----------------|
| Service Charges | \$0 | \$87,620 | \$0 | \$88,598 |
| Total Revenue | \$0 | \$87,620 | \$0 | \$88,598 |

Explanation of Revenues

This program generates \$9,514 in indirect revenues.
 \$88,598 - Reimbursement for use of Training Facility

Significant Program Changes

Last Year this program was: FY 2021: 60250A Training Unit

Department: Sheriff **Program Contact:** Steve Alexander

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

Related Programs:

Program Characteristics:

Executive Summary

The Corrections Facilities Division administration provides leadership to Corrections Facilities operations, developing and guiding implementation of Sheriff's policies and directives in our Corrections Facilities by operational managers.

The Corrections Facilities administration also oversees and determines allocations of resources and personnel throughout the jail system to maintain safe and secure operations while ensuring Adults in Custody have access to services while in our care and custody.

Program Summary

As policies and directives are developed or modified, the Corrections Division Administration works to integrate these into corrections facility operations, providing guidance and direction to operational managers. Corrections Facilities Administration meets with labor leadership to address questions and operational challenges as policies and procedures are implemented into operations.

The Corrections Facilities Division offers support to the citizens of Multnomah County by providing safe and considerate processing of arrestees and constitutionally sound supervision of adults in custody and sentenced offenders.

The Corrections Facilities Division is comprised of individuals from various ethnicities, age and cultural backgrounds, leading to a racially diverse team with various skills and problem-solving abilities to serve our Adults in Custody. The Corrections Facilities Admin develops and implements policies to ensure adults in custody have fair and equitable access to treatment and opportunity to address their needs while in custody in a safe environment and encouraging engagement in their care.

The Division works collaboratively with the Department of Community Justice and other criminal justice partners to ensure the corrections continuum of services are administered with focus on improving inequities in the corrections system to improve outcomes for populations disproportionately affected by interaction with the criminal justice system.

The Corrections Facilities Administration will continue to work closely with Multnomah County Corrections Health and Public Health as our operations evolve in response to and consideration of the COVID19 pandemic and impacts on facility capacity and practices.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Percent performance measurements met in Division | 90% | 93% | 90% | 93% |
| Outcome | Number of new hires in Corrections Division | 50 | 42 | 46 | 46 |

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$487,948 | \$0 | \$505,239 | \$0 |
| Contractual Services | \$291,720 | \$0 | \$291,720 | \$0 |
| Materials & Supplies | \$62,329 | \$0 | \$61,155 | \$0 |
| Internal Services | \$61,277 | \$0 | \$58,744 | \$0 |
| Total GF/non-GF | \$903,274 | \$0 | \$916,858 | \$0 |
| Program Total: | \$903,274 | | \$916,858 | |
| Program FTE | 2.00 | 0.00 | 2.00 | 0.00 |

| Program Revenues | | | | |
|-----------------------|----------------|------------|----------------|------------|
| Other / Miscellaneous | \$1,200 | \$0 | \$3,717 | \$0 |
| Service Charges | \$360 | \$0 | \$135 | \$0 |
| Total Revenue | \$1,560 | \$0 | \$3,852 | \$0 |

Explanation of Revenues

General Fund:
 \$135 - Marriage Fees
 \$3,717 - Restitution Fines

Based on FY 2021 mid-year actuals.

Significant Program Changes

Last Year this program was: FY 2021: 60300 Corrections Facilities Admin



Program #60305A - Booking & Release 7/6/2021

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.

This offer includes the deputies and sergeants working in booking and release 24 hours a day, 7 days a week. These deputies and supervisors provide safety and security for booking operations and processing of arrestees.

Program Summary

Every person arrested in the County is processed through the MCSO Booking Facility. Highly trained deputies process arrestees as they are brought into the facility by arresting law enforcement agencies or transferred in from other jurisdictions. Deputies are trained in de-escalation and search techniques and work together to provide a safe and secure environment for arrestees coming into the facility. Arrestees come from all areas of the community and often are struggling with addiction or mental health issues. Deputies work with each arrestee upon entry to identify issues and provide arrangements to accommodate arrestee's individual needs throughout the booking process.

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 Adult in Custody 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. Multnomah County Corrections Health is the health care provider inside the jail.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of standard and in transit bookings processed | 25,091 | 30,000 | 13,026 | 20,000 |
| Outcome | Number of releases processed at MCDC | 25,193 | 30,000 | 12,612 | 20,000 |

Performance Measures Descriptions

The number of bookings processed and the number of releases processed at 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$8,971,446 | \$0 | \$8,823,396 | \$0 |
| Contractual Services | \$158,541 | \$0 | \$179,246 | \$0 |
| Materials & Supplies | \$88,708 | \$0 | \$98,708 | \$0 |
| Internal Services | \$425 | \$0 | \$400 | \$0 |
| Total GF/non-GF | \$9,219,120 | \$0 | \$9,101,750 | \$0 |
| Program Total: | \$9,219,120 | | \$9,101,750 | |
| Program FTE | 55.60 | 0.00 | 55.60 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60305A Booking & Release

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$169,467 | \$0 | \$168,677 | \$0 |
| Total GF/non-GF | \$169,467 | \$0 | \$168,677 | \$0 |
| Program Total: | \$169,467 | | \$168,677 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|-----------------|------------|-----------------|------------|
| Service Charges | \$78,041 | \$0 | \$79,524 | \$0 |
| Total Revenue | \$78,041 | \$0 | \$79,524 | \$0 |

Explanation of Revenues

General Fund:
 \$79,524 - Gresham PD's portion of Gresham Temp Hold services. Increased by CPI of 1.9% from last fiscal year's amount.

Significant Program Changes

Last Year this program was: FY 2021: 60305B 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$10,651,741 | \$0 | \$11,323,384 | \$0 |
| Contractual Services | \$639,787 | \$0 | \$720,318 | \$0 |
| Materials & Supplies | \$61,785 | \$0 | \$57,037 | \$0 |
| Internal Services | \$4,769,800 | \$0 | \$4,977,538 | \$0 |
| Total GF/non-GF | \$16,123,113 | \$0 | \$17,078,277 | \$0 |
| Program Total: | \$16,123,113 | | \$17,078,277 | |
| Program FTE | 61.72 | 0.00 | 61.72 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60310A MCDC Core Jail & 4th Floor

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$4,209,751 | \$0 | \$4,272,266 | \$0 |
| Contractual Services | \$242,217 | \$0 | \$242,217 | \$0 |
| Materials & Supplies | \$51,402 | \$0 | \$51,402 | \$0 |
| Internal Services | \$27,473 | \$0 | \$26,140 | \$0 |
| Total GF/non-GF | \$4,530,843 | \$0 | \$4,592,025 | \$0 |
| Program Total: | \$4,530,843 | | \$4,592,025 | |
| Program FTE | 25.48 | 0.00 | 25.48 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60310B MCDC 5th Floor

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$2,170,661 | \$0 | \$2,204,064 | \$0 |
| Contractual Services | \$180,641 | \$0 | \$180,641 | \$0 |
| Materials & Supplies | \$61,957 | \$0 | \$61,957 | \$0 |
| Internal Services | \$24,978 | \$0 | \$23,792 | \$0 |
| Total GF/non-GF | \$2,438,237 | \$0 | \$2,470,454 | \$0 |
| Program Total: | \$2,438,237 | | \$2,470,454 | |
| Program FTE | 14.04 | 0.00 | 14.04 | 0.00 |

| Program Revenues | | | | |
|-------------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60310C MCDC 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, deputies facilitate access to services provided for the Adults in Custody 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 Adults in Custody recreation, supervision and facility escorts.

The program's mission is to ensure Adults in Custody are treated with dignity and respect during a difficult time as they work through court processes or are serving a sentence. Staff work to provide opportunities for all Adults in custody to have fair access to treatment and opportunity to address their needs while in custody in a safe environment and encouraging engagement in their care. 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.

Most of these housing units are currently integrated as part of our COVID19 response and primarily serve as classification housing for incoming arrestees who remain in our custody for quarantine purposes prior to movement to longer term housing options.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Average daily Adults in Custody population of MCDC | 365 | 400 | 254 | 350 |
| Outcome | Adults in Custody and staff assaults at MCDC | 92 | 120 | 72 | 100 |

Performance Measures Descriptions

Adults in Custody and staff assault data do not include reception, as booking is a separate program offer. Data includes all High (unprovoked physical attack, staff assault, new charged, weapon used, and injury) and Medium (attempt assault, throw item at person) severity Adults in Custody 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$3,830,972 | \$0 | \$3,925,640 | \$0 |
| Contractual Services | \$121,109 | \$0 | \$121,109 | \$0 |
| Materials & Supplies | \$17,407 | \$0 | \$17,407 | \$0 |
| Internal Services | \$27,924 | \$0 | \$26,565 | \$0 |
| Total GF/non-GF | \$3,997,412 | \$0 | \$4,090,721 | \$0 |
| Program Total: | \$3,997,412 | | \$4,090,721 | |
| Program FTE | 27.30 | 0.00 | 27.30 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60310D MCDC 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, deputies facilitate access to services provided for the Adults in Custody 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 Adults in Custody recreation, supervision and facility escorts.

The program's mission is to ensure Adults in Custody are treated with dignity and respect during a difficult time as they work through court processes or are serving a sentence. Staff work to provide opportunities for all Adults in custody to have fair access to treatment and opportunity to address their needs while in custody in a safe environment and encouraging engagement in their care. 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.

Most of these housing units are integrated as part of our COVID19 response and primarily serve as classification housing for incoming arrestees who remain in our custody for quarantine purposes prior to movement to longer term housing options.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Average daily Adults in Custody population of MCDC | 365 | 400 | 254 | 350 |
| Outcome | Adults in Custody and staff assaults at MCDC | 92 | 120 | 72 | 100 |

Performance Measures Descriptions

Adults in Custody and staff assault data do not include reception, as booking is a separate program offer. Data includes all High (unprovoked physical attack, staff assault, new charged, weapon used, and injury) and Medium (attempt assault, throw item at person) severity Adults in Custody 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$2,245,929 | \$0 | \$2,280,181 | \$0 |
| Contractual Services | \$59,532 | \$0 | \$59,532 | \$0 |
| Materials & Supplies | \$11,303 | \$0 | \$11,303 | \$0 |
| Internal Services | \$4,080 | \$0 | \$3,839 | \$0 |
| Total GF/non-GF | \$2,320,844 | \$0 | \$2,354,855 | \$0 |
| Program Total: | \$2,320,844 | | \$2,354,855 | |
| Program FTE | 16.38 | 0.00 | 16.38 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60310E MCDC 8th Floor

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$235,162 | \$0 | \$279,633 | \$0 |
| Total GF/non-GF | \$235,162 | \$0 | \$279,633 | \$0 |
| Program Total: | \$235,162 | | \$279,633 | |
| Program FTE | 2.00 | 0.00 | 2.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60311 Clinic Escort Deputies

| | | | |
|---------------------------------|----------------------------|-----------------------------|-----------------|
| Department: | Sheriff | Program Contact: | Jeffery Wheeler |
| Program Offer Type: | Existing Operating Program | Program Offer Stage: | As Adopted |
| Related Programs: | 78221 | | |
| Program Characteristics: | One-Time-Only Request | | |

Executive Summary

The Detention Electronics Program Offer will update the electronic systems in the Jail including the intercom; the video surveillance; touchscreen; access control; and administrative phone systems. This companion program offer to the Detention Electronics Capital Project provides escort services to the contractors while performing the work in the jail on the new systems.

Program Summary

DCA is managing the Detention Electronics Project for MCSO, including project funding, contract workers, project scope and schedule. The project will update the electronic system at MDCDC. This program offer provides for the required escort staffing to allow the contractors to be able to work in the jail facility. Escorts are necessary to provide for a safe environment, account for the tools and equipment as well as ensure work areas are free of hazards at the end of the workday. The project schedule has the project starting in FY 2020, with the majority of the work occurring in FY 2021. But, it is anticipated that this project will need an additional 60 days going in FY 2022. Because of the overrun, MCSO will need funding for the escort costs for those 60 days.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|---------------------|--|--------------------|----------------------|----------------------|-------------------|
| Output | Project remains on schedule (1 = Pass, 0 = Fail) | 0 | 1 | 0 | 1 |
| Outcome | Project stays within budget (1 = Pass, 0 = Fail) | 1 | 1 | 1 | 1 |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$441,640 | \$0 | \$60,000 | \$0 |
| Total GF/non-GF | \$441,640 | \$0 | \$60,000 | \$0 |
| Program Total: | \$441,640 | | \$60,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|------------|------------|------------|------------|
| Beginning Working Capital | \$0 | \$0 | \$0 | \$0 |
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60315 MCDC Detention Electronics

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$3,995,626 | \$7,768,869 | \$5,374,058 | \$6,815,981 |
| Contractual Services | \$917,675 | \$0 | \$1,214,162 | \$0 |
| Materials & Supplies | \$162,197 | \$0 | \$45,280 | \$3,153 |
| Internal Services | \$4,795,280 | \$963,949 | \$5,003,028 | \$819,166 |
| Capital Outlay | \$12,181 | \$0 | \$12,181 | \$0 |
| Total GF/non-GF | \$9,882,959 | \$8,732,818 | \$11,648,709 | \$7,638,300 |
| Program Total: | \$18,615,777 | | \$19,287,009 | |
| Program FTE | 18.53 | 47.57 | 25.72 | 40.38 |

| Program Revenues | | | | |
|----------------------|--------------------|--------------------|--------------------|--------------------|
| Intergovernmental | \$0 | \$8,732,818 | \$0 | \$7,638,300 |
| Service Charges | \$6,411,291 | \$0 | \$6,521,151 | \$0 |
| Total Revenue | \$6,411,291 | \$8,732,818 | \$6,521,151 | \$7,638,300 |

Explanation of Revenues

This program generates \$819,166 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; \$100,000 - BOP (Based on actuals collected the first 6 months of FY 2021); \$343,901 - M73 Inmate Beds (Based on actuals collected in FY 2020)

-Fed/State Fund: \$7,249,279 - Senate Bill 1145 State Funding (Based on FY 2021-23 Biennium Amount) This base program offer budgets the entire SB 1145 revenue. However, Dorm 11 (60330F) is the program offer impacted by the reduction in revenue.; \$43,475 - Start Court M57 State Funding (Bases on FY 2021-23 Biennium Amount); \$345,546 - DOC M57 State Funding (Based on FY 2021-23 Biennium Amount)

Significant Program Changes

Last Year this program was: FY 2020: 60330D-20 MCIJ Dorms 16 & 17

In FY 2022, the MCIJ program offers were rescaled to match the actual order that dorms would be opened or closed if funding was reduced. In FY 2021, dorms 10, 11, & 18 were included in this program offer. In FY 2022, dorms 16, 17, & 18 are included.

In FY 2022, MCSO's budget eliminates 9.10 FTE for the East Control and kitchen deputy posts. Due to the related loss of adults in custody assisting in the kitchen, this program offer includes an additional \$900,000 for a food services contract. The net savings from the reduction is \$603,535, when factoring in the contract.

The SB 1145 revenue decreased by approximately \$1 million in FY 2022, based on the Governor's budget. This reduction resulted in the closure of Dorm 11 and 2.00 FTE corrections counselors.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$2,361,525 | \$0 | \$2,385,045 | \$0 |
| Contractual Services | \$99,591 | \$0 | \$270,058 | \$0 |
| Materials & Supplies | \$16,736 | \$0 | \$54,034 | \$0 |
| Internal Services | \$5,677 | \$0 | \$0 | \$0 |
| Total GF/non-GF | \$2,483,529 | \$0 | \$2,709,137 | \$0 |
| Program Total: | \$2,483,529 | | \$2,709,137 | |
| Program FTE | 14.56 | 0.00 | 14.56 | 0.00 |

| Program Revenues | | | | |
|-------------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60330E MCIJ Dorms 6 & 7

In FY 2022, the MCIJ program offers were rescaled to match the actual order that dorms would be opened or closed in real life.

In FY 2021, Dorms 12 & 13 were included in this program offer. In FY 2022, Dorms 6 & 7 are included in this program offer.

Department: Sheriff **Program Contact:** Kurtiss Morrison

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

Related Programs:
Program Characteristics:

Executive Summary

This program offer is for the operation of Dorms 8 and 9, which provides for 118 general use beds at the Multnomah County Inverness Jail (MCIJ). Additionally, this offer funds one Escort Deputy to assist with facility operations. MCIJ is made up primarily of open dormitory style housing units. The MCIJ dorms are used to appropriately house adults in custody to ensure safe, efficient and equitable operation of the jail system and are our least restrictive housing units.

Deputies facilitate access to programs, medical, religious and professional services adults in custody require daily while providing safety and security supervision and direction in the dorm.

Program Summary

This program offer is for the operation of Dorms 8 and 9, which provides for 118 general use beds at the Multnomah County Inverness Jail (MCIJ). This offer also includes one Escort Deputy.

Dorm 8 is currently designated as protective custody (PC) dormitory housing. PC offenders eligible for open dorm housing now have the opportunity to move from the Multnomah County Detention Center (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.

Dorm 9 is currently utilized to house individuals who are eligible to participate in work opportunities and job training outside of the secure confines of the facility. 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.

The Inverness Jail is a medium security, direct supervision, dormitory style facility. The design and population of Inverness Jail offer the greatest opportunities for programs, education and work opportunities for those in custody. Adults in custody are afforded opportunities to exercise their faith while housed at MCIJ, to include offering religious diets and available faith related items and materials. Language interpreter services and ADA accommodations are available and provided to meet individual needs. MCSO strives to ensure everyone in our care is afforded the opportunity for medical, mental health and emotional support.

The program's mission is to ensure that adults in custody are treated with dignity and respect during a difficult time as they work through court processes, serve a sentence or a sanction. Staff work to provide opportunities for all adults in custody to have fair and equitable access to a variety of programs and services. Additionally, individuals are provided opportunities to actively engage in addressing their individual needs while in custody in a safe, encouraging and engaging environment.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Average daily inmate population MCIJ total | 623 | 614 | 449 | 550 |
| Outcome | Number of inmate and staff assaults MCIJ | 54 | 56 | 48 | 49 |

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 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$2,119,327 | \$0 | \$2,379,996 | \$0 |
| Contractual Services | \$98,595 | \$0 | \$270,058 | \$0 |
| Materials & Supplies | \$14,911 | \$0 | \$54,034 | \$0 |
| Internal Services | \$4,546 | \$0 | \$0 | \$0 |
| Total GF/non-GF | \$2,237,379 | \$0 | \$2,704,088 | \$0 |
| Program Total: | \$2,237,379 | | \$2,704,088 | |
| Program FTE | 14.56 | 0.00 | 14.56 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60330G MCIJ Dorm 8

In FY 2022, the MCIJ program offers were rescaled to match the actual order that dorms would be opened or closed in real life.

In FY 2021, Dorm 14 was included in this program offer. In FY 2022, Dorms 8 & 9 are included in this program offer.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$2,819,116 | \$0 | \$2,956,268 | \$0 |
| Contractual Services | \$240,677 | \$0 | \$315,831 | \$0 |
| Materials & Supplies | \$54,502 | \$0 | \$63,590 | \$0 |
| Internal Services | \$5,298 | \$0 | \$0 | \$0 |
| Total GF/non-GF | \$3,119,593 | \$0 | \$3,335,689 | \$0 |
| Program Total: | \$3,119,593 | | \$3,335,689 | |
| Program FTE | 18.20 | 0.00 | 18.20 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60330C MCIJ Dorm 14

In FY 2022, the MCIJ program offers were rescaled to match the actual order that dorms would be opened or closed in real life.

In FY 2021, Dorms 16 & 17 were included in this program offer. In FY 2022, Dorms 14 & 15 are included in this program offer. In FY 2021, Dorm 15 was a restored program offer (60330I) that has been included in this program offer in FY 2022.

Department: Sheriff **Program Contact:** Kurtiss Morrison
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

This program offer is for the operation of 78 general use, open dormitory style beds in Dorm 10 at the Multnomah County Inverness Jail (MCIJ). MCIJ is made up primarily of open dormitory style housing units. The MCIJ dorms are used to appropriately house adults in custody to ensure safe, efficient and equitable operation of the jail system. Open dorm housing is structured to fit the needs of those in custody who do not require a more restrictive level of confinement.

Deputies facilitate access to programs, medical, religious and professional services adults in custody require daily while providing safety and security supervision and direction in the dorm.

Program Summary

Dorm 10 is designated as a 78 person mixed classification Treatment Readiness Dorm. The use of this larger housing unit allows for additional group programming activities to occur in the dorm, and it is also in close proximity to other available program rooms in the facility. The larger dorm allows more adults in custody to participate in programs offered on the unit. The Treatment Readiness Dorm is part of the justice reinvestment initiative providing intensive programming to carefully screened, eligible offenders with the expectation of lowering the overall recidivism rate.

The Inverness Jail is a medium security, direct supervision, dormitory style facility. The design and population of Inverness Jail offer the greatest opportunities for programs, education and work opportunities for those in custody. Adults in custody are afforded opportunities to exercise their faith while housed at MCIJ, to include offering religious diets and available faith related items and materials. Language interpreter services and ADA accommodations are available and provided to meet individual needs. MCSO strives to ensure everyone in our care is afforded the opportunity for medical, mental health and emotional support.

The program's mission is to ensure that adults in custody are treated with dignity and respect during a difficult time as they work through court processes, serve a sentence or a sanction. Staff work to provide opportunities for all adults in custody to have fair and equitable access to a variety of programs and services. Additionally, individuals are provided opportunities to actively engage in addressing their individual needs while in custody in a safe, encouraging and engaging environment. 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 are available at MCIJ 24/7.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Average daily inmate population MCIJ total | 623 | 614 | 449 | 550 |
| Outcome | Number of inmate and staff assaults MCIJ | 54 | 56 | 48 | 49 |

Performance Measures Descriptions

"Average daily pop..." from SW704 Report.

"Inmate and staff assaults" from U:\P&R Unit\Corrections\Monthly Jail Stats Reports\Violations Master.xlsx

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$933,163 | \$0 | \$855,143 | \$0 |
| Contractual Services | \$665 | \$0 | \$178,513 | \$0 |
| Materials & Supplies | \$595 | \$0 | \$34,307 | \$0 |
| Total GF/non-GF | \$934,423 | \$0 | \$1,067,963 | \$0 |
| Program Total: | \$934,423 | | \$1,067,963 | |
| Program FTE | 5.46 | 0.00 | 5.46 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60330A MCIJ Dorms 10, 11 & 18

In FY 2022, the MCIJ program offers were rescaled to match the actual order that dorms would be opened or closed in real life.

In FY 2021, Dorms 6 & 7 were included in this program offer. In FY 2022, Dorm 10 is included in this program offer.

Department: Sheriff **Program Contact:** Kurtiss Morrison
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

This program offer is for the operation of Dorm 12, providing 75 general use housing beds at the Multnomah County Inverness Jail (MCIJ). MCIJ is made up primarily of open dormitory style housing units. The MCIJ dorms are used to appropriately house adults in custody to ensure safe, efficient and equitable operation of the jail system. Open dorm housing is structured to fit the needs of those in custody who do not require a more restrictive level of confinement. Deputies facilitate access to program, medical, religious and professional services adults in custody require daily while providing safety and security supervision and direction in the dorm.

Program Summary

This is a request to restore this program offer.

This program offer is for the operation of Dorm 12 with 75 general use housing beds at the Multnomah County Inverness Jail (MCIJ).

The Inverness Jail is primarily a medium security, direct supervision, dormitory style facility. The design and population of Inverness Jail offer the greatest opportunities for programs, education and work opportunities for those in custody. Adults in custody are afforded opportunities to exercise their faith while housed at MCIJ, to include offering religious diets and available faith related items and materials. Language interpreter services and ADA accommodations are available and provided to meet individual needs. MCSO strives to ensure everyone in our care is afforded the opportunity for medical, mental health and emotional support.

The program's mission is to ensure that adults in custody are treated with dignity and respect during a difficult time as they work through court processes, serve a sentence or a sanction. Staff work to provide opportunities for all adults in custody to have fair and equitable access to a variety of programs and services. Additionally, individuals are provided opportunities to actively engage in addressing their individual needs while in custody in a safe, encouraging and engaging environment. 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 are available at MCIJ 24/7.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Average daily inmate population MCIJ total | 623 | 614 | 449 | 550 |
| Outcome | Number of inmate and staff assaults at MCIJ | 54 | 56 | 48 | 49 |

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 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,098,739 | \$0 | \$869,412 | \$0 |
| Contractual Services | \$126,874 | \$0 | \$171,647 | \$0 |
| Materials & Supplies | \$59,628 | \$0 | \$33,059 | \$0 |
| Internal Services | \$7,950 | \$0 | \$0 | \$0 |
| Total GF/non-GF | \$1,293,191 | \$0 | \$1,074,118 | \$0 |
| Program Total: | \$1,293,191 | | \$1,074,118 | |
| Program FTE | 5.46 | 0.00 | 5.46 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60330B MCIJ Dorms 12 & 13

In FY 2022, the MCIJ program offers were rescaled to match the actual order that dorms would be opened or closed in real life.

In FY 2021, Dorm 8 was included in this program offer. In FY 2022, Dorm 12 is included in this program offer.

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, adults-in-custody 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 adults-in-custody 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 adults-in-custody.

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 (NWRRRC).

CERT/CNT is currently one of the most diverse units within MCSO. Members are comprised of individuals from various ethnicities, age and cultural backgrounds. Selection is a thorough, robust and improved process, leading to a racially diverse team with various skills and problem-solving abilities. CERT/CNT callouts are often situations involving adults-in-custody suffering mental health crisis. Utilization of CERT/CNT ensures a higher skillset and specialized training, mitigating potential injury to staff, adults-in-custody and agency liability.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of CERT/CNT call outs | 35 | 6 | 2 | 20 |
| Outcome | Number of training sessions completed for CERT members | 4 | 15 | 12 | 15 |
| Outcome | Number of training session completed for CNT members | 10 | 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

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$124,867 | \$0 | \$124,285 | \$0 |
| Materials & Supplies | \$52,197 | \$0 | \$44,359 | \$0 |
| Internal Services | \$23,549 | \$0 | \$13,875 | \$0 |
| Total GF/non-GF | \$200,613 | \$0 | \$182,519 | \$0 |
| Program Total: | \$200,613 | | \$182,519 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues**Significant Program Changes****Last Year this program was:** FY 2021: 60345 CERT/CNT

The protests severely impacted both equipment and personnel expenditures as CERT/CNT were deployed heavily throughout the fiscal year. CERT/CNT were deployed continuously throughout the fiscal year in the role of MCSO Justice Center security.

Training was heavily impacted and limited by COVID-19 protocols on social distancing and continuous deployment of personnel throughout the fiscal year. CERT/CNT callouts varied in deployment periods from a single day to week-long periods.

| | | | |
|---------------------------------|----------------------------|-----------------------------|------------------|
| Department: | Sheriff | Program Contact: | Kurtiss Morrison |
| Program Offer Type: | Existing Operating Program | Program Offer Stage: | As Adopted |
| Related Programs: | | | |
| Program Characteristics: | | | |

Executive Summary

This program offer is for dedicated Multnomah County Justice Reinvestment Program (MCJRP) Escort Deputies to ensure that all parties will have timely access to individuals in custody. Escort Deputies help to facilitate the successful completion of pre-trial assessments to determine the most appropriate services and sanctions available.

These deputies help to assist with community-based decision making by arranging and expediting offender assessment interviews within Multnomah County correctional facilities.

Program Summary

The Multnomah County Justice Reinvestment Program (MCJRP) is a collaborative effort to improve the assessment of criminal offenders in Multnomah County and provide a continuum of community-based services and sanctions. This combination of early assessment and intervention is provided to reduce recidivism while protecting public safety. Success is only possible through the cooperation and partnerships of the participating MCJRP members.

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, probation and parole officers and attorneys must have easy access to defendants who are in-custody. This program offer ensure that dedicated Escort Deputies are available to assist with these processes.

This program provides funding for 1.30 FTE Escort Deputies at the Inverness Jail to assist with the MCJRP processes.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|---------------------|---|--------------------|----------------------|----------------------|-------------------|
| Output | Number of pre-trial assessments conducted | 708 | 756 | 144 | 700 |
| 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$147,606 | \$0 | \$157,906 |
| Internal Services | \$0 | \$14,760 | \$0 | \$15,790 |
| Total GF/non-GF | \$0 | \$162,366 | \$0 | \$173,696 |
| Program Total: | \$162,366 | | \$173,696 | |
| Program FTE | 0.00 | 1.30 | 0.00 | 1.30 |

| Program Revenues | | | | |
|----------------------|------------|------------------|------------|------------------|
| Intergovernmental | \$0 | \$162,366 | \$0 | \$173,696 |
| Total Revenue | \$0 | \$162,366 | \$0 | \$173,696 |

Explanation of Revenues

This program generates \$15,790 in indirect revenues.
 \$173,696 - HB3194 Justice Reinvestment Fund

Significant Program Changes

Last Year this program was: FY 2021: 60350 HB3194 Justice Reinvestment - Escorts

The FY 2022 budget for the Justice Reinvestment Program (HB 3194/3078) totals \$4.7 million across four departments (DCJ, MCSO, MCDA, and LPSCC), which includes \$305,394 of one-time-only carryover funding from the FY 2019-2021 biennium.

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 adults in custody population information. CSU processes adults in custody 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 Detention of adults in custody 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 hour, 7 days a week, 365 days a year operation.

Program Summary

The CSU creates and maintains computerized bookings and releases, captures all adults in custody mug shots, processes all adults in custody court orders, calculates release dates for sentences, makes inter and intra-state transport arrangements for adults in custody, and case manages all Federally held adults in custody following the inter-agency agreement with the Federal Government, Parole and Probation adults in custody and Fugitive adults in custody. CSU provides a 24 hour a day point of contact 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 adults in custody 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" adults in custody are released to the community.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of computer bookings | 26,200 | 33,000 | 20,000 | 33,000 |
| Outcome | Number of sentence release date calculations | 7,400 | 11,000 | 4,000 | 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$4,171,214 | \$0 | \$4,293,090 | \$0 |
| Contractual Services | \$821 | \$0 | \$821 | \$0 |
| Materials & Supplies | \$78,280 | \$0 | \$76,708 | \$0 |
| Internal Services | \$25,318 | \$0 | \$35,194 | \$0 |
| Total GF/non-GF | \$4,275,633 | \$0 | \$4,405,813 | \$0 |
| Program Total: | \$4,275,633 | | \$4,405,813 | |
| Program FTE | 37.00 | 0.00 | 37.00 | 0.00 |

| Program Revenues | | | | |
|-------------------------|-----------------|------------|-----------------|------------|
| Fees, Permits & Charges | \$61,800 | \$0 | \$0 | \$0 |
| Other / Miscellaneous | \$14,226 | \$0 | \$15,939 | \$0 |
| Service Charges | \$0 | \$0 | \$25,886 | \$0 |
| Total Revenue | \$76,026 | \$0 | \$41,825 | \$0 |

Explanation of Revenues

General Fund:
 \$25,886 - Social Security Incentive Revenue
 \$15,939 - Report Requests

Based on FY21 mid-year actuals.

Significant Program Changes

Last Year this program was: FY 2021: 60360 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 who are dedicated to providing quality, cost effective services to the community and adults in custody. 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 is comprised of several units responsible for the direct 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 tasked with determining the 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 provides 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 jail and courthouse facilities is managed by the Facility Security Unit, who ensures public safety by providing information and access. 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 inquiries.

During the COVID-19 pandemic, the Corrections Services Division has focused innovative ways to address challenges, and assessing which paths have been successful and will become staples of jail bed management in Multnomah County.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Percent performance measurements met in Division | 89% | 87% | 89% | 87% |
| Outcome | Number of court events scheduled | 7,886 | 9,990 | 3,018 | 3,640 |
| Outcome | Percent of court events completed on time | 91% | 90% | 97% | 90% |

Performance Measures Descriptions

Data for court events from "Hearings Tracker" database.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$487,948 | \$0 | \$505,239 | \$0 |
| Materials & Supplies | \$62,329 | \$0 | \$61,742 | \$0 |
| Internal Services | \$88,943 | \$0 | \$18,711 | \$0 |
| Total GF/non-GF | \$639,220 | \$0 | \$585,692 | \$0 |
| Program Total: | \$639,220 | | \$585,692 | |
| Program FTE | 2.00 | 0.00 | 2.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60400 Corrections Services Division Admin

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 Transport Unit is responsible for moving adults in custody between a variety of state and county correctional facilities. The Transport Unit also facilitates several vital legs of the Northwest Shuttle System, furthering MCSO's efforts to transport adults in custody in the most fiscally responsible means possible.

Program Summary

Members of the Transport Unit utilize a comprehensive understanding of the jail system to ensure timely, accurate transport of adults in custody to and from Multnomah County facilities, state facilities, the Oregon State Hospital, and a host of other county facilities throughout the state.

Through a committed effort to research and purchase a fleet of vehicles specifically designed for the unique needs of MCSO, and working collaboratively with system partners, the Transport Unit has been able to condense the number of total transports that are dispatched each day. This has led to efficiencies and budget savings, which demonstrates MCSO's commitment to finding innovative solutions to best utilize the budget resources provided.

As a primary hub for the Northwest Shuttle Service, the Transport Unit is tasked with picking up adults in custody who are required to appear at MCSO, as well as shuttling adults in custody between other jurisdictions in the northwest. Through this collaborative effort, MCSO is able to save tax dollars that would otherwise be spent on costly extraditions that require more staff hours and transport costs.

The Transport Unit is an invaluable asset to not only Multnomah County and its community, but to a variety of other agencies committed to the safe, efficient transport of adults in custody to ensure they are able to participate in the judicial process with limited delays, regardless of where they are located. During the COVID-19 pandemic, the MCSO Transport Unit has adapted its operations and cleaning protocols to ensure the safe, timely movement of adults in custody.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Adults in custody moved | 39,182 | 53,000 | 13,000 | 40,000 |
| Outcome | Number of 1 Day Evaluation Transports to OSH in Salem | 41 | 40 | 22 | 35 |
| Output | Number of miles traveled | 149,786 | 175,000 | 117,000 | 150,000 |

Performance Measures Descriptions

Data from Transport Unit, daily stats in Excel. Numbers of inmates moved is predicated on intra-system transports and local/statewide use of the interstate HUB system. MCSO is designated as 1 of 3 HUBs to centralize transport connections between counties within the State of Oregon connecting to bordering states. All the Offers for FY22 are post COVID driven.

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 |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$3,070,628 | \$0 | \$3,105,729 | \$0 |
| Materials & Supplies | \$34,693 | \$0 | \$25,263 | \$0 |
| Internal Services | \$419,693 | \$0 | \$472,802 | \$0 |
| Capital Outlay | \$5,560 | \$0 | \$5,560 | \$0 |
| Total GF/non-GF | \$3,530,574 | \$0 | \$3,609,354 | \$0 |
| Program Total: | \$3,530,574 | | \$3,609,354 | |
| Program FTE | 16.00 | 0.00 | 16.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|-----------------|------------|-----------------|------------|
| Service Charges | \$34,060 | \$0 | \$27,379 | \$0 |
| Total Revenue | \$34,060 | \$0 | \$27,379 | \$0 |

Explanation of Revenues

General Fund:

\$27,379 - Interstate Fugitive Shuttle, Transfer of State Wards and USM Transports based on FY 2020 actuals.

Significant Program Changes

Last Year this program was: FY 2021: 60405 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 new Multnomah County Central 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.

Program Summary

The Multnomah County Central Courthouse (MCCCH) 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, pre-COVID-19, 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 MCCCH. 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, pre-COVID-19.

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.

During COVID-19 the CSU at MCCCH has adapted to reduced docket sizes and providing socially distanced in-custody court matters in a safe manner. During reduced court operations, staff has been reassigned to other MCSO Corrections Division facilities to limit the need for overtime to cover staff vacancies.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of individuals taken into custody | 293 | 450 | 40 | 450 |
| Outcome | Number of court proceedings requiring a staff member | 5,197 | 10,500 | 1,884 | 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$4,110,124 | \$0 | \$4,149,398 | \$0 |
| Contractual Services | \$77,144 | \$0 | \$77,144 | \$0 |
| Materials & Supplies | \$40,939 | \$0 | \$37,811 | \$0 |
| Internal Services | \$555,260 | \$0 | \$563,208 | \$0 |
| Total GF/non-GF | \$4,783,467 | \$0 | \$4,827,561 | \$0 |
| Program Total: | \$4,783,467 | | \$4,827,561 | |
| Program FTE | 23.00 | 0.00 | 23.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60410A 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, ensuring the Justice Center Courthouse is safe and accessible for everyone involved in the judicial process.

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.

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 work at the Justice Center Courthouse work closely with staff from the Oregon Judicial Department, District Attorney's Office, defense attorney's and resource providers to help meet the needs of individuals who are justice involved and visiting the Justice Center.

During the COVID-19 pandemic, staff has adapted daily operations to provide socially distant, safe court proceedings at the Justice Center Courthouse.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of individuals taken into custody | 28 | 80 | 0 | 75 |
| Outcome | Number of major incidents | 81 | 20 | 10 | 50 |

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. All the Offers for FY 2022 are post COVID driven. No out of custody in person hearings at JCs since Mav(RIOT).

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,193,504 | \$0 | \$1,222,912 | \$0 |
| Materials & Supplies | \$4,607 | \$0 | \$4,607 | \$0 |
| Total GF/non-GF | \$1,198,111 | \$0 | \$1,227,519 | \$0 |
| Program Total: | \$1,198,111 | | \$1,227,519 | |
| Program FTE | 7.00 | 0.00 | 7.00 | 0.00 |

| Program Revenues | | | | |
|------------------|-----|-----|-----|-----|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60410B 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.

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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of persons taken into custody | 18 | 110 | 21 | 50 |
| Outcome | Calls for assistance | 45 | 75 | 46 | 47 |
| Output | Number of juvenile transports to and from outside facilities | 96 | 69 | 32 | 75 |

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. All the Offers for FY 2022 are post COVID driven.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$131,322 | \$0 | \$162,265 | \$0 |
| Total GF/non-GF | \$131,322 | \$0 | \$162,265 | \$0 |
| Program Total: | \$131,322 | | \$162,265 | |
| Program FTE | 1.00 | 0.00 | 1.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60410C Court Services - 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 MCSO, and are often the first point of contact for persons accessing the Multnomah County Courthouse, Justice Center, Juvenile Justice Center and the East County Courthouse. Facility Security Officers (FSOs) serve as a primary source of information to the public and professional staff entering court facilities, and provide security screening to ensure safe access to all members of the community.

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 members of the community 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 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 complexities of the judicial system. It is the priority of all FSOs to ensure each member of the community feels a sense of belonging when entering any court facility in Multnomah County.

The core functions of the FSU are public safety, emergency assistance and providing information. The effectiveness of FSOs is demonstrated in the high number of community member contacts, low ratio of exclusions to the number of persons accessing the facilities, and a large number of prohibited items detected during security screening.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of members of the public screened for entry | 325,012 | 475,000 | 72,396 | 200,000 |
| Outcome | Number of employees/other agency staff screened | 37,048 | 23,000 | 10,712 | 17,000 |
| Outcome | Number of prohibited items found during screening | 9,587 | 15,000 | 3,450 | 7,000 |
| Outcome | Courtroom standbys | 238 | 400 | 46 | 100 |

Performance Measures Descriptions

Courts include Courthouse, East County Courthouse, and the Justice Center. Data from the FSO statistics database. The Justice Center being closed due to civil unrest, and the Courthouses experiencing drastically reduced dockets due to COVID affected operations,

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,516,465 | \$730,382 | \$1,651,986 | \$646,471 |
| Materials & Supplies | \$23,307 | \$5,008 | \$22,412 | \$5,335 |
| Internal Services | \$0 | \$91,882 | \$0 | \$77,771 |
| Capital Outlay | \$143,500 | \$0 | \$143,500 | \$0 |
| Total GF/non-GF | \$1,683,272 | \$827,272 | \$1,817,898 | \$729,577 |
| Program Total: | \$2,510,544 | | \$2,547,475 | |
| Program FTE | 12.60 | 6.00 | 12.60 | 6.00 |

| Program Revenues | | | | |
|-----------------------|-----------------|------------------|-----------------|------------------|
| Other / Miscellaneous | \$15,715 | \$827,272 | \$13,897 | \$729,577 |
| Total Revenue | \$15,715 | \$827,272 | \$13,897 | \$729,577 |

Explanation of Revenues

This program generates \$77,771 in indirect revenues.

General Fund: \$13,897 - Security Services for Parenting Classes (4.5 Hrs X 5 Classes X 12 months X \$51.47 FY 2022 avg. rate) Reference: PO 50052, M50 1516 JFCS, Fund 1516 Ledger 60440

Special Ops Fund: \$554,991 - HB2710, 2712, 5056; \$166,197 - HB5050; \$6,950 - Fairview Jail Assessments; \$1,439 - SB1065

Based on FY 2020 actual amounts collected.

Significant Program Changes

Last Year this program was: FY 2021: 60415A Facility Security - Courts

In FY 2021, this program was split across three program offers: 60415A - Facility Security - Courts (14.60 FTE), 60415D - Facility Security - JJC (2.00 FTE), and 60415F - Facility Security - E. County Courthouse (2.00 FTE). These programs were combined into this single program offer for FY 2022.

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 people accessing the jail facilities. Facility Security Officers (FSO) provide security screening and assist the public and professional visitors with inmate information, bail processing, visitation, inmate accounts, and inmate property transactions.

Program Summary

Facility Security Officers (FSO) serve as the first point of contact for the public and professionals conducting business with adults in custody, such as visiting, bail, inmate property, and money transactions. In addition, FSOs assist in ensuring public safety by providing a uniformed presence, deterring disruptions within the facility, and preventing the introduction of weapons or contraband into the jail facilities through visitor screening. The work of the FSU ensures safe access to MCSO facilities for all community members.

The Facility Security Unit (FSU) also conducts records checks for Facilities and Property Management, Corrections Health, MCSO Programs, vendors, and others who require access to the jail. The FSU works closely with other agencies and MCSO units to facilitate business transactions for adults in custody.

Community members can often be discouraged when attempting to navigate through the complexities of the criminal justice system, and FSOs provide person-to-person information and assistance when needed. The FSOs ensure continuity of jail operations by providing a safe environment for the public to transact their business and by working collaboratively with jail staff to process transactions for adults in custody.

The FSU provides both public and professional access to a variety of different processes that help those in custody maintain critical relationships with their family, legal representation, and other aspects of their daily lives while they are incarcerated. It is the priority of all FSO's to ensure each member of the community feels a sense of belonging when entering any jail facility in Multnomah County.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number in MCDC and MCIJ | 80,613 | 167,000 | 10,508 | 20,000 |
| Outcome | Number of service requests from jail | 27,711 | 41,000 | 4,822 | 14,000 |
| Outcome | Number of bails processed on behalf of Oregon Judicial Department | 1,328 | 1,400 | 992 | 1,400 |
| Outcome | Number of social & professional inmate visits | 25,564 | 37,000 | 5,040 | 15,000 |

Performance Measures Descriptions

Data from the FSO statistics database.

Legal / Contractual Obligation

ORS 206.010 – General Duties of Sheriff; ORS 206.210 – Authority of Sheriff Over Organization of Office; ORS 206.345 – Contracts with Cities- Authority Under Contract; ORS 451.010 – Facility and Services Counties May Provide by Service District; ORS 166.360 through 166.380 – Possession of Firearms, Examination of Devices and Firearms; ORS 137.308 through 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|-------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$2,631,378 | \$0 | \$2,707,191 | \$0 |
| Materials & Supplies | \$36,176 | \$0 | \$35,128 | \$0 |
| Internal Services | \$343,770 | \$0 | \$361,539 | \$0 |
| Total GF/non-GF | \$3,011,324 | \$0 | \$3,103,858 | \$0 |
| Program Total: | \$3,011,324 | | \$3,103,858 | |
| Program FTE | 22.50 | 0.00 | 22.50 | 0.00 |

| Program Revenues | | | | |
|-------------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60415B Facility Security - Jails

Department: Sheriff **Program Contact:** Chris Austin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

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 people requiring assistance within the Multnomah County Library system. The presence of MCSO staff is often a deterrent to disruptions within the library facilities, reducing the need for a more involved law enforcement response.

Program Summary

The Facility Security Unit (FSU) is an integral part of providing a sense of safety and belonging within the Multnomah County Public Library system. Facility Security Officers (FSOs) provide a resource for persons needing public safety assistance or information and referrals to other public entities.

The FSOs are a deterrent to disruptions and criminal activity in the library. The FSOs provide a calm and safe atmosphere by managing these situations in a professional manner, using effective communication techniques. The presence of uniformed FSOs enables the library patrons to enjoy the libraries and conduct their business in a safe and inviting atmosphere.

The effectiveness of this work is demonstrated by the low number of instances in which police response is required, compared to the large number of patrons served.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of patrons using the Central Library | 418,441 | 600,000 | 29,000 | 600,000 |
| Outcome | FSO calls for police response | 33 | 60 | 9 | 50 |
| Outcome | Number of area searches | 2,523 | 3,600 | 1,056 | 2,000 |

Performance Measures Descriptions

The FY 2021 Estimate is based on estimates from current entry counts provided by the library and data from the FSO statistics database. Library was heavily impacted by COVID.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$308,378 | \$0 | \$297,898 | \$0 |
| Materials & Supplies | \$0 | \$0 | \$20,804 | \$0 |
| Total GF/non-GF | \$308,378 | \$0 | \$318,702 | \$0 |
| Program Total: | \$308,378 | | \$318,702 | |
| Program FTE | 3.00 | 0.00 | 3.00 | 0.00 |

| Program Revenues | | | | |
|-------------------------|------------------|------------|------------------|------------|
| Other / Miscellaneous | \$308,378 | \$0 | \$318,702 | \$0 |
| Total Revenue | \$308,378 | \$0 | \$318,702 | \$0 |

Explanation of Revenues

FY 2022 Central Library Total is \$318,702

Reference-Central Library: PO 80001-22; CC 802120, cost element 60440 (Internal Service Other)

Significant Program Changes

Last Year this program was: FY 2021: 60415C 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 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 (FSOs) provide professional assistance to persons entering the "one-stop" Gateway Center for Domestic Violence Services. Ensuring everyone coming to The Gateway Center for Domestic Violence knows they are safe is a top priority of the FSU.

Program Summary

The FSU provides security and information for both the public and professionals conducting business at The Gateway Center facility. The FSU works closely with variety of partners at The Gateway Center to facilitate the needs of the community members seeking domestic violence support and resources.

Disruptions and criminal activity interfere with the important domestic violence services offered at the facility. Ensuring that victims, advocates and service providers have a place of safety and belonging is imperative to the success of The Gateway Center. The FSOs use their knowledge of the programs and staff available, as well as their communication skills, to mitigate any problems that might create an environment that is not productive in meeting these goals.

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

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of service visits to the Gateway Center | 8,450 | 9,000 | 4,222 | 9,000 |
| Outcome | Number of incidents reported | 19 | 30 | 5 | 30 |
| Outcome | Number of area searches | 1,950 | 2,400 | 2,000 | 2,000 |

Performance Measures Descriptions

Data from the FSO statistics database and the Gateway Center Director. With COVID, the center has been closed since April 2020.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$95,171 | \$0 | \$95,433 | \$0 |
| Total GF/non-GF | \$95,171 | \$0 | \$95,433 | \$0 |
| Program Total: | \$95,171 | | \$95,433 | |
| Program FTE | 1.00 | 0.00 | 1.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60415E Domestic Violence Gateway One Stop

In FY 2021, this program offer was 60415E. In FY 2022, this program offer is 60415D.

In FY 2021, program offer 60415D was Facility Security - JJC. In FY 2022, the JJC program was combined with 60415A Facility Security - Courts. And this offer that was previously numbered 60415E, was moved up to 60415D.

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 comprised of specially trained corrections deputies, whose primary function is to determine appropriate housing for adults in custody. Housing decisions are made during an in-person interview using an objective jail classification instrument at intake. Updated interviews and evaluations are done throughout the time an adult is in custody. This process assists in ensuring the safety of all adults in custody while supporting efficient management of MCSO's corrections facilities.

Program Summary

The Classification Unit develops housing configurations used to create safe separations for adults in custody who have different risk and need levels. Important factors when determining appropriate housing for adults in custody include; current charge, previous behavior, as well as 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 facilitates movement through administrative processes, from the most restrictive housing to the least restrictive housing. This is a critical element to ensure that the jail meets the 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 individuals 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-house 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.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | # of Assaults on inmates in Corrections Division | 126 | 110 | 94 | 100 |
| Outcome | # of Assaults on staff in Corrections Division | 82 | 140 | 64 | 100 |
| Output | Classification Interviews in Reception | 16,620 | 20,000 | 9,140 | 12,000 |
| Outcome | PREA investigations initiated during interview | 49 | 60 | 10 | 35 |

Performance Measures Descriptions

Assault rule violation data is based on number of assaults in MCDC and MCIJ and are from the Excel spreadsheet maintained by the Hearings Officers.
Classification interview data pulled from CIMS General Audit Report, Classification Triages Processed, and PREA.

Legal / Contractual Obligation

The Sheriff is mandated by statute to maintain the local detention facility(s) within his jurisdiction. Local Detention Classification mechanisms are mandated to maintain safe and humane detention facilities by Statute and a multitude of case law

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$3,620,744 | \$0 | \$3,759,700 | \$0 |
| Materials & Supplies | \$33,425 | \$0 | \$27,481 | \$0 |
| Internal Services | \$23,639 | \$0 | \$26,646 | \$0 |
| Total GF/non-GF | \$3,677,808 | \$0 | \$3,813,827 | \$0 |
| Program Total: | \$3,677,808 | | \$3,813,827 | |
| Program FTE | 20.00 | 0.00 | 20.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60420 Classification

Department: Sheriff **Program Contact:** Nick Jarmer

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

Related Programs:
Program Characteristics:

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 MCSO 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

The Mental Health team consists of one sergeant and one deputy, who focus on the mental health and substance use concerns of those in MCSO custody. 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.

Health Department Staff are relied upon to provide the assessment, diagnosis, and prescription of medication and care and 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 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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of adults in custody with behavior health concerns moved to medical clinic for care | 1,252 | N/A | 1,722 | 1,800 |
| Outcome | Number of adults in custody engaged in the Aid & Assist Docket | 552 | 550 | 348 | 550 |

Performance Measures Descriptions

AIC with behavior health concerns moved to medical clinic is a new performance measure

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$336,565 | \$0 | \$313,453 | \$0 |
| Total GF/non-GF | \$336,565 | \$0 | \$313,453 | \$0 |
| Program Total: | \$336,565 | | \$313,453 | |
| Program FTE | 2.00 | 0.00 | 2.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60425 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. During the COVID-19 pandemic, Corrections Counselors provided workbook programming focused on personal wellness and mindfulness, when outside provider options were limited. Several new programs focusing on connecting adults in custody to housing, recovery, employment, and other services in the community upon release were also launched during this time frame.

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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of orientations, intakes and assessments | 782 | 1,425 | 398 | 690 |
| Outcome | Number of offenders placed into community beds thus freeing up jail beds | 150 | 225 | 126 | 170 |
| Outcome | Offenders participating in group programming that decreases offender bookings | 5,873 | 9,500 | 0 | 2,937 |
| Output | Number of offenders participating in Law Library | 1,629 | 2,250 | 1,468 | 1,916 |

Performance Measures Descriptions

*Although group programming was unavailable, persons in custody participated in individual programming such as self-study or one-on-one counseling services. Accurate numbers for participation in individual programming are not available.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$2,760,197 | \$0 | \$2,622,317 | \$0 |
| Contractual Services | \$93,167 | \$0 | \$93,167 | \$0 |
| Materials & Supplies | \$128,219 | \$0 | \$125,076 | \$0 |
| Internal Services | \$32,404 | \$0 | \$35,462 | \$0 |
| Total GF/non-GF | \$3,013,987 | \$0 | \$2,876,022 | \$0 |
| Program Total: | \$3,013,987 | | \$2,876,022 | |
| Program FTE | 21.50 | 0.00 | 19.50 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60430 Inmate Programs

The FY 2022 budget includes a reduction of 2.00 FTE corrections counselors due to a reduction in Senate Bill 1145 (SB 1145) Community Corrections funding. In total, MCSO's SB 1145 funding reduced by approximately \$1 million, based on the Governor's budget for the 2021-2023 biennium. Dorm 11 was also eliminated due to the reduction in State funding. The SB 1145 revenue is budgeted in program offer 60330A - MCIJ Dorms 16, 17, & 18.

Department: Sheriff **Program Contact:** Daniel Brown
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Work Crew Unit provides an opportunity for adults in custody to learn valuable job skills and earn time off their sentence. New in 2021, in collaboration with the MCSO counseling staff, the work crew program has introduced PEP (pathways to employment program). The PEP program provides training, resources, work experience, and a plan for employment after release from custody. While receiving training, mentoring, and work experience, adults in custody are able to earn time off sentences.

Program Summary

The MCSO Work Crew Unit provides adults in custody with real world work experience in a safe environment that focuses on building positive relationships and comprehensive training in a variety of job skills. Deputies work with adults in custody to develop two types of work place skills. The first are general work place skills to include; time management, teamwork, professionalism, effective communication, attention to detail, and working safely. The second are job specific skills directly related to a job or field of work.

During the COVID-19 pandemic the Work Crew Unit has prioritized the safety of all workers in the program by stopping any work outside of the facility. In addition, a reduction in the overall jail population has limited the number of workers available. Like so many organizations in our community, this has led to a pivot in the unit's work that has led to an exciting new opportunity.

The Pathways to Employment Program (PEP) is a collaboration between MCSO's Corrections Counselors, Work Crew deputies and SE Works which provides a mechanism to schedule training and life skills classes, track work experience and training received from the work crew program, and assist adults in custody with a plan for employment after release from custody. The goal of the work crew program is to use training, relationships with outside partners, and real work experience to successfully transition adults in custody to gainful employment after release from custody.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Inmate escapes | 2 | 0 | 0 | 0 |
| Outcome | Number of contract hours | 102,800 | 134,000 | 58,500 | 71,500 |
| Output | Number of community service hours | 4,000 | 7,500 | 1,000 | 3,000 |
| 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,035,486 | \$950,514 | \$1,034,084 | \$965,521 |
| Contractual Services | \$96,100 | \$0 | \$96,100 | \$0 |
| Materials & Supplies | \$72,501 | \$0 | \$66,215 | \$0 |
| Internal Services | \$259,084 | \$119,575 | \$224,851 | \$116,152 |
| Total GF/non-GF | \$1,463,171 | \$1,070,089 | \$1,421,250 | \$1,081,673 |
| Program Total: | \$2,533,260 | | \$2,502,923 | |
| Program FTE | 5.50 | 5.90 | 5.50 | 5.90 |

| Program Revenues | | | | |
|-------------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$384,607 | \$0 | \$395,160 |
| Service Charges | \$0 | \$685,482 | \$0 | \$686,513 |
| Total Revenue | \$0 | \$1,070,089 | \$0 | \$1,081,673 |

Explanation of Revenues

This program generates \$116,152 in indirect revenues.

Special Ops Fund:

\$686,513 - Contracts with other Intergovernmental Agencies (ODOT, City of Portland, Metro, Other Cities)

\$203,424 - County Road Fund

\$23,472 - County Bridge Maint.

\$168,264 - County Facilities Mgmt for custodial/landscaping services

Significant Program Changes

Last Year this program was: FY 2021: 60340 MCIJ Work Crews

During mid-year FY 2021, the Work Crew program was moved from the Corrections Facilities Division to the Corrections Services Division.

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. Volunteers support and enhance operations in all agency Divisions and become involved community members gaining an in-depth understanding of the criminal justice system in Multnomah County.

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 MCSO 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.

MCSO 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.

COVID-19 has impacted the volunteer services program dramatically. Since March 2020, volunteers have not been permitted to enter the jail facilities or work with law enforcement personnel. Unpaid interns have been utilized on a limited basis, as permitted by stringent COVID precautionary measures.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | # of service hours contributed by MCSO volunteers, interns & community partners | 13,737 | 14,750 | 4,000 | 9,875 |
| Outcome | Dollar value savings resulting from contributions of volunteer time | 349,332 | 300,000 | 101,720 | 251,121 |
| Output | Number of applicant inquiries and pre-screening reviews | 307 | 350 | 140 | 259 |
| 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. FY 2021 estimates reflect an understanding that current patterns will likely continue through the end of FY 2021. FY 2022 offers reflect a projection that volunteer activities will slowly resume at the start of FY 2022 and will normalize the second half of FY 2022.

Legal / Contractual Obligation

Compliance monitoring of CJIS (Criminal Justice Information Systems), 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$126,310 | \$0 | \$130,625 | \$0 |
| Materials & Supplies | \$4,474 | \$0 | \$4,474 | \$0 |
| Internal Services | \$425 | \$0 | \$400 | \$0 |
| Total GF/non-GF | \$131,209 | \$0 | \$135,499 | \$0 |
| Program Total: | \$131,209 | | \$135,499 | |
| Program FTE | 1.00 | 0.00 | 1.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60435 Volunteers

Department: Sheriff **Program Contact:** Nick Jarmer
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs: 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 75 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.

Due to COVID-19, this program was halted for a period of approximately three months in FY20. Program staff collaborated to create non-contact materials to support this program. In jail programming continued in a non-contact manner, which limited the time spent with each individual. Another factor driving down numbers was the reduced population in the Treatment Readiness dorm, which correlated with an overall reduction in bookings and stays in the jails.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of MCJRP adults in custody placed in dedicated dorm to receive in jail programming | 406 | 550 | 250 | 391 |
| Outcome | Average number of programming hours (not including work crew) attended daily per adult in custody | 3.09 | 3.90 | 2.50 | 3.42 |

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$167,080 | \$0 | \$170,116 |
| Internal Services | \$0 | \$16,708 | \$0 | \$17,012 |
| Total GF/non-GF | \$0 | \$183,788 | \$0 | \$187,128 |
| Program Total: | \$183,788 | | \$187,128 | |
| Program FTE | 0.00 | 1.00 | 0.00 | 1.00 |

| Program Revenues | | | | |
|----------------------|------------|------------------|------------|------------------|
| Intergovernmental | \$0 | \$183,788 | \$0 | \$187,128 |
| Total Revenue | \$0 | \$183,788 | \$0 | \$187,128 |

Explanation of Revenues

This program generates \$17,012 in indirect revenues.
 \$187,128 - HB3194 Justice Reinvestment Fund

Significant Program Changes

Last Year this program was: FY 2021: 60440 HB3194 Justice Reinvestment - Program Administrator

The FY 2022 budget for the Justice Reinvestment Program (HB 3194/3078) totals \$4.7 million across four departments (DCJ, MCSO, MCDA, and LPSCC), which includes \$305,394 of one-time-only carryover funding from the FY 2019-2021 biennium.

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 a 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. CSS is focused on providing public safety through the effective management of those who would not be otherwise eligible for release.

Program Summary

At the direction of the court, CSS provides intensive, individualized supervision and management of multiple need pretrial arrestees who would otherwise be ineligible for release from custody.

CSS deputies develop plans that help 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 of crime to ensure their voice is a part of the supervision process.

Two corrections counselors expand the ability of CSS 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.

During the COVID-19 pandemic, CSS caseloads have increased in an effort to reduce reliance on jail beds. In close coordination with the Local Public Safety Coordinating Council and its partners, CSS is working to reform the pre-trial supervision process. This work includes resources aimed at preserving the rights of pretrial release for defendants and maintaining community safety. A focus on understanding how the pre-trial system impacts marginalized communities continues to be a priority in our pre-trial reform efforts.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|---------------------|--|--------------------|----------------------|----------------------|-------------------|
| Output | Total number of referrals to the Close Street program | 1,377 | 1,250 | 1,200 | 1,250 |
| Outcome | Average number of supervised people per deputy | 44 | 60 | 62 | 60 |
| Outcome | Percent of population appearing for all court dates during supervision | 95% | 95% | 96% | 95% |
| Outcome | Percent of population booked for new crimes during supervision | 4.78% | 5.00% | 2.90% | 5.00% |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,237,480 | \$0 | \$1,249,349 | \$0 |
| Contractual Services | \$36,080 | \$0 | \$36,080 | \$0 |
| Materials & Supplies | \$34,333 | \$0 | \$27,133 | \$0 |
| Internal Services | \$0 | \$0 | \$77,658 | \$0 |
| Total GF/non-GF | \$1,307,893 | \$0 | \$1,390,220 | \$0 |
| Program Total: | \$1,307,893 | | \$1,390,220 | |
| Program FTE | 7.00 | 0.00 | 7.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60445 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 a cost-effective means to supply and support the Corrections, Business Services, and Law Enforcement Divisions at MCSO. In addition, the Warehouse, in cooperation with other county, state and federal entities, serves as the Receipt, Stage, and Storage (RSS) center in the event of countywide public health emergencies.

Program Summary

Within the Auxiliary Services Unit, the MCSO Warehouse facilitates the ordering, storage and distribution of goods and services in support of agency-wide MCSO operations.

The receipt and distribution of property and supplies through the warehouse supports MCSO operations in eleven different facilities. Receiving, warehousing, and distributing items used by MCSO requires complex tracking and accountability systems to ensure accurate and timely logistics outcomes.

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 supporting day to day MCSO operations. During the COVID-19 pandemic, having an in-house supply of personal protective equipment and cleaning supplies proved invaluable to the safety of our staff, the adults in our custody and the community.

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 | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Total dollar value of purchase orders processed for Warehouse items | 856 | N/A | 860 | 872 |
| Outcome | Total number of delivery stops made | 2,957 | 3,160 | 2,985 | 3,026 |

Performance Measures Descriptions

"Total dollar value of purchase orders processed for Warehouse items" is a new performance measure.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$956,877 | \$0 | \$981,743 | \$0 |
| Materials & Supplies | \$18,829 | \$0 | \$16,753 | \$0 |
| Internal Services | \$202,220 | \$0 | \$198,301 | \$0 |
| Total GF/non-GF | \$1,177,926 | \$0 | \$1,196,797 | \$0 |
| Program Total: | \$1,177,926 | | \$1,196,797 | |
| Program FTE | 6.60 | 0.00 | 6.60 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60450 Warehouse

Department: Sheriff **Program Contact:** Derrick Peterson

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

Related Programs:
Program Characteristics:
Executive Summary

The Auxiliary Services Unit provides safe storage of personal property, funds and clothing for adults in MCSO custody. In addition, a full-service commercial laundry provides clean clothing and bedding to those in custody at both Multnomah County adult facilities, as well as the juvenile detention facility.

Program Summary

The Auxiliary Services Unit is responsible for the inventory and secure storage of all property, clothing and funds for adults in MCSO custody. The careful inventory and storage of the clothing and property for those in our custody, provides accountability that ensures all items collected during the intake process are returned at release. Property staff ensure all funds associated with each individual are accounted for using modern accounting practices. Account balances are provided upon request to adults in custody.

Laundry Services ensures adults in custody are provided with clean, serviceable clothing, towels, bed linens and blankets while they are in custody. These items are provided on a bi-weekly basis, and additional items are stocked at each facility for replacement as needed. In an effort to ensure fiscal responsibility in Multnomah County, the MCSO laundry services also provide clothing, towels, bed linens and blankets to justice involved youth at the juvenile detention facility.

Sewing services are provided to mend and prolong the life of clothing worn by those in custody, as well as alterations to staff uniforms. In response to the COVID-19 pandemic, our staff designed and manufactured cloth face coverings to be worn by adults in custody. This in-house service provides cost savings to Multnomah County by extending the life of certain textiles and not incurring contractor costs for similar services outside of MCSO.

Laundry services are also provided to warming centers in Multnomah County as needed during Winter months. These services are provided by contract to help support those who are houseless in our community during times of cold weather. Clean blankets can be provided twice weekly when warming shelters are operational.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Pounds of clean laundry processed for inmates | 775,878 | 990,000 | 590,506 | 510,000 |
| Outcome | Total paid claims regarding lost/missing inmate property | 3 | 6 | 3 | 3 |
| Outcome | Total bookings/releases processed by Property | 49,487 | 60,100 | 25,252 | 35,500 |

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$2,237,184 | \$0 | \$2,309,425 | \$0 |
| Materials & Supplies | \$97,218 | \$0 | \$96,078 | \$0 |
| Internal Services | \$208,102 | \$0 | \$216,336 | \$0 |
| Capital Outlay | \$128,125 | \$0 | \$128,125 | \$0 |
| Total GF/non-GF | \$2,670,629 | \$0 | \$2,749,964 | \$0 |
| Program Total: | \$2,670,629 | | \$2,749,964 | |
| Program FTE | 20.00 | 0.00 | 20.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60455 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, which is part of the Inmate Welfare Fund process, successfully provides culturally compatible products to adults in custody at competitive pricing. Commissary provides a sense of normalcy to individuals while in our facilities. Available items include personal hygiene products, stationery, a variety of food items and basic hygiene supplies for those who may not have money to purchase items.

Program 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, and are a benefit of adults in custody. In addition, Commissary personnel are included as part of the RSS (Receipt, Stage, and Storage) operations.

The Commissary program is an important asset to MCO's facilities, as a revenue stream that directly assists in providing services to adults in custody. All 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 adults in custody including chaplain resources, library materials, as well as basic hygiene and communication materials to adults in custody who are indigent. These additional services are essential to providing a clean, safe environment that serves as an essential part of treating each person in our custody with dignity and respect.

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

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|---------------------|--|--------------------|----------------------|----------------------|-------------------|
| Output | Total number of commissary orders filled for inmates | 58,767 | 60,100 | 52,030 | 55,500 |
| Outcome | Total dollars of commissary/pizza sales | 1,181,367 | 1,400,150 | 1,196,682 | 1,250,000 |

Performance Measures Descriptions

Data from the Inmate Accounting System (SWIS)

Legal / Contractual Obligation

Charter 6.50(1)
Operational Procedures 06.106.010 – 06.106.088
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 |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$477,252 | \$0 | \$502,517 |
| Contractual Services | \$0 | \$628,082 | \$0 | \$445,225 |
| Materials & Supplies | \$0 | \$127,740 | \$0 | \$127,740 |
| Internal Services | \$0 | \$108,543 | \$0 | \$108,220 |
| Total GF/non-GF | \$0 | \$1,341,617 | \$0 | \$1,183,702 |
| Program Total: | \$1,341,617 | | \$1,183,702 | |
| Program FTE | 0.00 | 4.23 | 0.00 | 4.23 |

| Program Revenues | | | | |
|---------------------------|------------|--------------------|------------|--------------------|
| Other / Miscellaneous | \$0 | \$1,224,117 | \$0 | \$1,066,202 |
| Beginning Working Capital | \$0 | \$100,000 | \$0 | \$100,000 |
| Service Charges | \$0 | \$17,500 | \$0 | \$17,500 |
| Total Revenue | \$0 | \$1,341,617 | \$0 | \$1,183,702 |

Explanation of Revenues

This program generates \$60,453 in indirect revenues.

Inmate Welfare Trust Fund:

\$100,000-Beginning Working Capital from FY 2021 Carry-over

\$1,030,176 - Revenue from Commissary Sales to Inmates (Based on FY 2020 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

\$6,026 - disciplinary fines

Based on FY 2021 mid-year actuals

Significant Program Changes

Last Year this program was: FY 2021: 60460 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 supporting all community members through exemplary public safety service. The Enforcement Division Administration assesses and develops program offerings to ensure essential public safety services are positioned to support the residents of Multnomah County and provide a safe and thriving community for everyone.

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 comprehensive public safety/policing services throughout unincorporated Multnomah County and the contract cities of Wood Village, Maywood Park, Troutdale, and Fairview. These services are conducted 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 robust partnerships with various system partners, as well as 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, developing and maintaining community trust, and treating everyone with dignity and respect, while also gaining a comprehensive understanding of each community we serve. Enforcement Division leaders regularly partner with MCSO's Equity and Inclusion Manager to guide agency training and practices through an equity lens. This approach allows MCSO to develop and implement effective and equitable strategies to address the unique needs and demographics of each community and remain at 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 effective and comprehensive public safety system that serves all community members.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Percent performance measurements met in Division | 90% | 85% | 90% | 85% |
| Outcome | Number of new hires in Enforcement Division | 10 | 12 | 14 | 16 |

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$471,656 | \$0 | \$480,845 | \$0 |
| Contractual Services | \$7,002 | \$0 | \$7,002 | \$0 |
| Materials & Supplies | \$155,878 | \$0 | \$144,520 | \$0 |
| Internal Services | \$134,994 | \$0 | \$96,852 | \$0 |
| Total GF/non-GF | \$769,530 | \$0 | \$729,219 | \$0 |
| Program Total: | \$769,530 | | \$729,219 | |
| Program FTE | 2.00 | 0.00 | 2.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60500 Enforcement Division Admin

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$12,474,867 | \$139,457 | \$12,666,307 | \$176,961 |
| Contractual Services | \$2,442 | \$3,000 | \$27,442 | \$0 |
| Materials & Supplies | \$367,042 | \$17,000 | \$223,053 | \$0 |
| Internal Services | \$1,808,391 | \$17,543 | \$1,924,459 | \$22,715 |
| Capital Outlay | \$290,065 | \$0 | \$290,065 | \$0 |
| Total GF/non-GF | \$14,942,807 | \$177,000 | \$15,131,326 | \$199,676 |
| Program Total: | \$15,119,807 | | \$15,331,002 | |
| Program FTE | 61.75 | 0.00 | 61.75 | 0.30 |

| Program Revenues | | | | |
|-----------------------|--------------------|------------------|--------------------|------------------|
| Intergovernmental | \$0 | \$115,000 | \$0 | \$95,000 |
| Other / Miscellaneous | \$0 | \$40,000 | \$0 | \$40,000 |
| Service Charges | \$6,453,641 | \$22,000 | \$6,620,710 | \$64,676 |
| Total Revenue | \$6,453,641 | \$177,000 | \$6,620,710 | \$199,676 |

Explanation of Revenues

This program generates \$22,715 in indirect revenues.

General Fund: - \$40,653-Maywood Pk (1.9% CPI increase from Prev. Year); \$468,907-Wood Village (1.9% CPI increase from Prev. Year); \$3,332,706-City of Troutdale Contract (1.9% CPI increase from Prev. Year); \$2,778,444-City of Fairview Contract (1.9% CPI increase and PERS rate increase by .38%)

Fed/State Fund: \$22,000-Patrol Services to OR State Parks within Multnomah County; \$20,000-OSSA Seatbelt Grant; \$20,000 - OSSA DUII Grant; \$80,000 - Patrol Services to OR Dept. of Transportation Construction Zones and Truck Inspections; \$15,000 - Speed Enforcement for ODOT; \$42,676 - US Forest Svc for Summer Patrols in National Forest Service Parks

Significant Program Changes

Last Year this program was: FY 2021: 60505 Patrol

Moved 0.30 FTE from SRO/CRO Program (60535A) to this program. This FTE performs patrol services for the US National parks within Multnomah County during the summer months.

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 |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,390,506 | \$0 | \$1,452,865 | \$0 |
| Contractual Services | \$1,220 | \$0 | \$1,220 | \$0 |
| Materials & Supplies | \$42,054 | \$0 | \$38,079 | \$0 |
| Internal Services | \$222,140 | \$0 | \$196,635 | \$0 |
| Total GF/non-GF | \$1,655,920 | \$0 | \$1,688,799 | \$0 |
| Program Total: | \$1,655,920 | | \$1,688,799 | |
| Program FTE | 8.00 | 0.00 | 8.00 | 0.00 |

| Program Revenues | | | | |
|-------------------------|------------------|------------|------------------|------------|
| Fees, Permits & Charges | \$190,147 | \$0 | \$188,183 | \$0 |
| Service Charges | \$224,000 | \$0 | \$150,304 | \$0 |
| Total Revenue | \$414,147 | \$0 | \$338,487 | \$0 |

Explanation of Revenues

General Fund:

\$188,183 - Civil Process Fees and Civil Foreclosure Fees due to property sales

\$144,304 - Circuit Court Revenue

\$6,000 - Reimbursement for State Extraditions

Based on FY 2020 actuals.

Significant Program Changes

Last Year this program was: FY 2020: 60510A-20 Civil Process

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,633,404 | \$790,102 | \$1,695,760 | \$842,041 |
| Contractual Services | \$1,040 | \$0 | \$1,040 | \$0 |
| Materials & Supplies | \$118,046 | \$44,047 | \$107,861 | \$26,000 |
| Internal Services | \$322,590 | \$1,788 | \$314,153 | \$1,718 |
| Capital Outlay | \$34,642 | \$0 | \$34,642 | \$0 |
| Total GF/non-GF | \$2,109,722 | \$835,937 | \$2,153,456 | \$869,759 |
| Program Total: | \$2,945,659 | | \$3,023,215 | |
| Program FTE | 7.50 | 5.00 | 7.50 | 5.00 |

| Program Revenues | | | | |
|-----------------------|------------|------------------|------------|------------------|
| Intergovernmental | \$0 | \$794,937 | \$0 | \$827,759 |
| Other / Miscellaneous | \$0 | \$25,000 | \$0 | \$26,000 |
| Service Charges | \$0 | \$16,000 | \$0 | \$16,000 |
| Total Revenue | \$0 | \$835,937 | \$0 | \$869,759 |

Explanation of Revenues

This program generates \$1,718 in indirect revenues.

Fed/State Fund:

\$16,000 - River Patrol Services for Government Island

\$827,759 - River Patrol Services for the Oregon Marine Board

Special Ops Fund:

\$26,000 - Reimbursement for Boat Repair and Boat Fuel from other Jurisdictions

Significant Program Changes

Last Year this program was: FY 2021: 60515A River Patrol



Program #60520 - Detectives Unit 7/6/2021

Department: Sheriff **Program Contact:** James Eriksen
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The goal of the Multnomah County Sheriff's Office (MCSO) Detective Unit is to provide highly trained detectives to investigate all serious person crimes; including those involving homicide, sexual assault, domestic violence, crimes against children, crimes against the elderly and vulnerable populations, and firearm-related crimes. Many of these cases are referred to this program through social service providers, patrol deputies, outside agencies, and from prosecutors.

Program Summary

MCSO Detectives investigate all person crimes that are not resolved by patrol deputies. The Detective Unit is responsible for responding to crime scenes, conducting preliminary and follow-up investigations, preparing the required investigative reports, apprehending the suspect, preparing the case for successful prosecution, and testifying in court. The detectives are also members of the East County Major Crimes Team, as well as other inter-agency teams which allows for collaboration of multiple resources and leverages personnel for more efficient and effective results.

The Detective Unit is versatile and is responsible for a wide range of investigative efforts. With changes to the statewide Department of Human Services (DHS) hotline reporting and case management, the Detective Unit receives and processes all DHS reports of alleged child abuse and neglect in order to ensure cases are cross-reported. Detectives receive specific training associated with child and family maltreatment, such as Making Equitable Space at the Table: The Importance of the Youth Advocate Role and The Intersection of Secondary Traumatic Stress with Culture, Race and Historical Trauma. The Detective Unit also has a dedicated detective to conduct follow-up investigations and provides services for victims impacted by domestic violence through the Domestic Violence Enhanced Response Team. This team utilizes a model of intervention that provides a coordinated, multi-disciplinary response to high-priority/high-risk domestic violence cases. When gun violence impacts east county communities, detectives engage in collaborative community outreach efforts and provide investigative resources with the goal of bringing awareness and reducing incidents involving firearms. The Detective Unit also registers approximately 450 sex offenders annually and conducts sex offender compliance missions, as Oregon law requires sex offenders to report in person to a law enforcement agency in the county where they reside.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---------------------------------|-------------|---------------|---------------|------------|
| Output | Total cases investigated | 473 | 450 | 550 | 475 |
| Outcome | Total cases cleared | 414 | 400 | 300 | 300 |
| Output | Person crime cases investigated | 422 | 400 | 500 | 450 |
| Outcome | Person crime cases cleared | 371 | 300 | 330 | 320 |

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$2,122,924 | \$39,684 | \$2,131,357 | \$40,566 |
| Contractual Services | \$7,900 | \$0 | \$7,900 | \$0 |
| Materials & Supplies | \$42,166 | \$0 | \$31,281 | \$0 |
| Internal Services | \$253,410 | \$4,992 | \$281,389 | \$4,880 |
| Total GF/non-GF | \$2,426,400 | \$44,676 | \$2,451,927 | \$45,446 |
| Program Total: | \$2,471,076 | | \$2,497,373 | |
| Program FTE | 11.90 | 0.25 | 11.90 | 0.25 |

| Program Revenues | | | | |
|----------------------|------------|-----------------|------------|-----------------|
| Intergovernmental | \$0 | \$44,676 | \$0 | \$45,446 |
| Total Revenue | \$0 | \$44,676 | \$0 | \$45,446 |

Explanation of Revenues

This program generates \$4,880 in indirect revenues.
 Federal/State:
 \$45,446 - Domestic Violence (DVERT) Grant

Significant Program Changes

Last Year this program was: FY 2021: 60520 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**

The goal of the In-Jail Human Trafficking Program is to gather intelligence and utilize intervention methodology relating to human trafficking as it is proliferated among individuals in custody. This program will establish a screening instrument to identify at-risk pretrial and sentenced adults in custody. This program is aimed towards at-risk individuals who are in custody within the County correctional facilities. The sergeant assigned to this program will assist vulnerable individuals by connecting them with in-jail programs, intervention, and transition services with core service providers.

Program Summary

Human Trafficking is a crime that involves exploiting a person for labor, services or commercial sex. This crime even persists in the County jails. At-risk adults in custody are identified as a commodity and once out of custody, may be passed to persons involved in crimes such as coercion, prostitution, promoting prostitution, sexual abuse, luring and purchasing of a minor, and contributing to the delinquency of a minor. The Corrections Sergeant assigned to this program will continue to develop, collect, analyze, organize, and disseminate intelligence information targeting human trafficking activities inside the jails. The Corrections Sergeant shares information with various social service and 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 adults in custody.

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, including shelter services, mental health and substance use services/treatment, mentorship, case management, and confidential advocacy. The population served by this program are victims and families of sex trafficking. The overall goal is keeping the victims safe from future physical trauma while in custody and mitigating the impacts of their emotional trauma by connecting them with services. Individuals suspected or convicted of trafficking are identified and information may be used in further investigations. Trafficking purchasers are also 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 nonprofit organizations and public events. These presentations include Healthy Boundaries in Electronic Communications and Human Trafficking for Law Enforcement and Corrections. Increasing the knowledge base of human trafficking and providing a coordinated, wrap around service approach to assist vulnerable members of the community is key to addressing this serious crime.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|---------------------|---|--------------------|----------------------|----------------------|-------------------|
| Output | Average daily number of Trafficking Victims in custody | 19 | 15 | 16 | 15 |
| Outcome | Average daily number of Traffickers Suspected/ Prosecuted in custody | 68 | 68 | 68 | 70 |
| Outcome | Involved Cases Prosecuted | 16 | 15 | 45 | 15 |
| Outcome | Involved Cases Pending Prosecution | 28 | 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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$209,058 | \$0 | \$212,771 | \$0 |
| Internal Services | \$851 | \$0 | \$801 | \$0 |
| Total GF/non-GF | \$209,909 | \$0 | \$213,572 | \$0 |
| Program Total: | \$209,909 | | \$213,572 | |
| Program FTE | 1.00 | 0.00 | 1.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60521 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

The Multnomah County Sheriff's Office (MCSO) Special Investigations Unit (SIU) provides for the investigations of crimes involving the sale, distribution and manufacturing of dangerous drugs. The MCSO SIU is tasked with enforcing state narcotics laws, prostitution activities and assisting with advanced surveillance of major criminal cases. The emphasis of drug investigations is placed on narcotic distributors who supply to street level dealers, referred to as mid to upper-level narcotic traffickers. This program is also a resource for investigating and apprehending suspects involved in human trafficking of children.

Program Summary

The purpose of the Special Investigations Unit is to investigate illegal drug activities in the Metro area and other criminal activity as directed by the Sheriff. This 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 that transport and eventually sell dangerous drugs for a profit. Investigations conducted by detectives assigned to this unit have resulted in indictments and prosecutions in numerous methamphetamine lab cases. With the changing needs and priorities of the communities, the unit 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. This unit's investigations take them into areas considered hazardous to health and public safety. Statistics show that about 90% of all crime can be attributed to dangerous drugs in the community. By dismantling drug trafficking organizations from introducing illicit drugs into the marketplace, the vision for a safe and thriving community for everyone is achievable. This program is partially funded through grants, revenues received from forfeitures, and federal case funding.

This program has the responsibility to proactively identify, investigate, prepare the required investigative reports, apprehend the suspect(s), prepare the case for successful prosecution, and testify in court in all cases dealing with illegal drugs and vice activities; to include prostitution, illegal gambling and money-laundering.

SIU is also responsible for investigating overdose incidents that occur in our facilities and patrol jurisdictions. Collaborating with social service providers and the courts, the primary goal is to encourage community members to engage in treatment. The investigations will focus on the dealers, complying with the Len Bias Anti-Drug Act, concentrating on the supplier for charges in connection to overdose deaths.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | SIU drug cases | 109 | 150 | 135 | 150 |
| Outcome | Percent of SIU drug cases that are methamphetamine | 35% | 35% | 35% | 35% |
| Output | Number of searches | 198 | 200 | 150 | 175 |
| Outcome | Percent of searches resulting in an arrest | 95% | 85% | 95% | 90% |

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.

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 | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,142,970 | \$26,648 | \$1,179,654 | \$26,778 |
| Contractual Services | \$0 | \$80,000 | \$0 | \$75,000 |
| Materials & Supplies | \$14,761 | \$130,000 | \$6,309 | \$85,000 |
| Internal Services | \$125,455 | \$3,352 | \$60,875 | \$3,222 |
| Capital Outlay | \$0 | \$0 | \$0 | \$100,000 |
| Total GF/non-GF | \$1,283,186 | \$240,000 | \$1,246,838 | \$290,000 |
| Program Total: | \$1,523,186 | | \$1,536,838 | |
| Program FTE | 7.00 | 0.00 | 7.00 | 0.00 |

| Program Revenues | | | | |
|---------------------------|-----------------|------------------|------------|------------------|
| Intergovernmental | \$0 | \$110,000 | \$0 | \$160,000 |
| Other / Miscellaneous | \$0 | \$60,000 | \$0 | \$60,000 |
| Beginning Working Capital | \$0 | \$70,000 | \$0 | \$70,000 |
| Service Charges | \$20,000 | \$0 | \$0 | \$0 |
| Total Revenue | \$20,000 | \$240,000 | \$0 | \$290,000 |

Explanation of Revenues

This program generates \$3,222 in indirect revenues.

Fed/State Funds: \$100,000 - Proceeds from Federal Equitable Sharing Forfeitures; \$50,000 - Carry-over from Fiscal Year 2021; \$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, \$20,000 - Carry-over from FY 2021.

Significant Program Changes

Last Year this program was: FY 2021: 60525 Special Investigations Unit

Department: Sheriff **Program Contact:** Travis Gullberg
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Transit Police Division (TPD) provides specialized police services through collaboration with TriMet to ensure all community members have safe and equal access to public transportation on bus, light rail, and commuter rail lines throughout the Tri-County area. Funded by TriMet, team members of the TPD utilize proactive, innovative, equitable, and inclusive policing practices to ensure there is a safe public transportation system for all community members and area visitors. The TPD also partners with TriMet to implement reimagine policing ideals and provides training and professional development for all TriMet and TPD staff.

Program Summary

TriMet and Transit Police are committed to providing all community members and visitors of the Tri-County area with safe and equitable access to public transportation. During Fiscal Year 2020, TriMet provided over 78.5 million trips on its buses and trains to residents and visitors in the greater Portland metropolitan area. Even though the area ranks 27th in population, TriMet ranks 8th in per capita transit ridership, with more people riding transit here than in larger cities.

TriMet, Transit Police, security partners, community partners, and social service providers ensure there is a daily visible presence on the public transportation system. This collaboration allows team members to employ innovative strategies and outreach services to address community needs and to mitigate livability concerns that would otherwise adversely impact safe public transportation.

In July 2020, the TriMet General Manager created a Transit Public Safety Advisory Committee to advise on creating a safer and more welcoming transit system for all. The Committee provided three overarching recommendations to address community policing policy objectives, including staff training, increased personnel presence on the system, and the creation of crisis intervention teams. TPD will partner with TriMet to assist in implementing these recommendations, while also coordinating with the newly established TriMet Safety and Security Division Senior Community Engagement Coordinator to establish and leverage community and stakeholder relationships to realize reimagine public safety initiatives.

In addition, members of the TPD leadership team are participating in a 12-week pilot professional development training project with the Sheriff's Office Equity and Inclusion Manager. This training is aimed at enhancing active listening, advanced communications, trauma informed understanding, cultural competency and anti-racism. This training will provide leadership with the skills and tools necessary to more effectively connect with all community members.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|------------------------------------|-------------|---------------|---------------|------------|
| Output | Number of calls for service | 6,078 | 5,500 | 6,118 | 5,600 |
| Outcome | Hours on system | N/A | N/A | 27,000 | 20,000 |
| Outcome | Number of social service referrals | N/A | N/A | N/A | 400 |

Performance Measures Descriptions

TPD is offering two new performance measures. These measures are recommended to better understand TPD's effectiveness at implementing reimagine policing strategies from the work by the Transit Public Safety Advisory Committee. These measures will inform if TPD, in collaboration with system partners, are increasing their presence on the system and how TPD is effectively engaging with riders and community.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$1,469,085 | \$0 | \$1,505,284 |
| Internal Services | \$0 | \$185,662 | \$0 | \$181,887 |
| Total GF/non-GF | \$0 | \$1,654,747 | \$0 | \$1,687,171 |
| Program Total: | \$1,654,747 | | \$1,687,171 | |
| Program FTE | 0.00 | 9.00 | 0.00 | 9.00 |

| Program Revenues | | | | |
|----------------------|------------|--------------------|------------|--------------------|
| Service Charges | \$0 | \$1,654,747 | \$0 | \$1,687,171 |
| Total Revenue | \$0 | \$1,654,747 | \$0 | \$1,687,171 |

Explanation of Revenues

This program generates \$181,086 in indirect revenues.
 Special Ops Fund:
 \$1,687,171 - Transit Patrol Services provided for Trimet

Significant Program Changes

Last Year this program was: FY 2021: 60530 TriMet Transit Police

TriMet ridership overall has been greatly impacted by COVID-19. It is estimated that choice ridership is down some 60% since March of 2020, and public transportation dependent community members' ridership is also significantly down.

This program has been expanded. Please see PO 60530B - TriMet Transit Police Expansion for details.

Department: Sheriff **Program Contact:** Travis Gullberg

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

Related Programs:

Program Characteristics:

Executive Summary

This is an expansion of the already existing TriMet Transit Police program offer. The Transit Police Division (TPD) provides specialized police services through collaboration with TriMet to ensure all community members have safe and equal access to public transportation on bus, light rail, and commuter rail lines throughout the Tri-County area. Funded by TriMet, team members of the TPD utilize proactive, innovative, equitable, and inclusive policing practices to ensure there is a safe public transportation system for all community members and area visitors. The TPD also partners with TriMet to implement reimagine policing ideals and provides training and professional development for all TriMet and TPD staff.

Program Summary

This expands the TriMet Transit Police program with a new agreement which acknowledges MCSO as the administrative leader for the TPD and allows for reimbursement of services. TriMet began evaluating their public safety model for transit in early 2019 with the goal of a newly negotiated IGA between local law enforcement partners in January 2020. During the spring of 2020 as our nation, state, and local community took a step back to review public safety, TriMet paused their process. They have completed listening sessions and a regional community survey, as well as, compiled data and created a Blue Ribbon Committee to assess and make recommendations on the future of law enforcement connected to transit public safety models. The previous IGA was extended twice between July 2020 and March 2021. The new IGA agrees to a 4-year term with 3 successive 1-year renewals. This expansion adds 13.50 FTE to this program: 2.00 FTE leadership positions (captain and lieutenant); 8.50 FTE for the administrative and analytical work that will be required to oversee this program; 2.00 FTE deputies sheriffs for the Homeless Outreach and Programs Engagement Unit; 1.00 FTE detective position.

In July 2020, Trimet created a Transit Public Safety Advisory Committee to advise on creating a safer and more welcoming transit system for all. The Committee provided three overarching recommendations to address community policing policy objectives, including staff training, increased personnel presence on the system, and the creation of crisis intervention teams. TPD will partner with TriMet to assist in implementing these recommendations, while also coordinating with the newly established TriMet Safety and Security Division Senior Community Engagement Coordinator to establish and leverage community and stakeholder relationships to realize reimagine public safety initiatives.

Also, the TPD leadership team are participating in a 12-week pilot professional development training project with the MCSO Equity and Inclusion Manager. This training is aimed at enhancing active listening, advanced communications, trauma informed understanding, cultural competency and anti-racism. This training will provide leadership with the skills and tools necessary to more effectively connect with all community members.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|---------------------|------------------------------------|--------------------|----------------------|----------------------|-------------------|
| Output | Number of calls for service | 6,078 | 5,500 | 6,118 | 5,600 |
| Outcome | Hours on system | N/A | N/A | 27,000 | 20,000 |
| Outcome | Number of social service referrals | N/A | N/A | N/A | 400 |

Performance Measures Descriptions

TPD is offering two new performance measures. These measures are recommended to better understand TPD's effectiveness at implementing reimagine policing strategies from the work by the Transit Public Safety Advisory Committee. These measures will inform if TPD, in collaboration with system partners, are increasing their presence on the system and how TPD is effectively engaging with riders and community.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$0 | \$1,859,415 |
| Internal Services | \$0 | \$0 | \$0 | \$130,159 |
| Total GF/non-GF | \$0 | \$0 | \$0 | \$1,989,574 |
| Program Total: | \$0 | | \$1,989,574 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 13.50 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|--------------------|
| Service Charges | \$0 | \$0 | \$0 | \$1,989,574 |
| Total Revenue | \$0 | \$0 | \$0 | \$1,989,574 |

Explanation of Revenues

This program generates \$130,159 in indirect revenues.
 Special Ops Fund:
 \$1,989,574 - Transit Patrol Services provided for Tri-met

Significant Program Changes

Last Year this program was:

Department: Sheriff **Program Contact:** Travis Gullberg
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

School Resource Deputies (SRDs) are the liaison between schools, law enforcement, and social services. SRDs provide coordinated assistance through collaboration with multiple system partners, such as social service providers and community-based support programs.

Program Summary

The Reynolds District SRDs are the liaison between schools, law enforcement, and social services. SRDs work toward offering resources to reduce risk to children and their families and to enhance educational opportunities by addressing the various barriers children and families may encounter. SRDs also perform outreach to vulnerable and underrepresented students and their families, and are often the first necessary step toward intervention and referral. In addition to outreach, SRDs ensure frontline emergency response if a violent, active threat is present, provide criminal investigative services including assisting with threat assessments when necessary, and intervene in dire situations, including child abuse and exploitation. SRDs not only become a stabilizing influence for youth, but in many cases SRDs act as role models promoting positive relationships for those they encounter daily. Participating in daily and after school activities, SRDs have the opportunity to engage with students and families in a fun, less formal environment that strengthens relationships. Also, the SRDs, as part of the Community Partnership Unit, are participating in a 12-week pilot training project developed in collaboration with the Sheriff's Office Equity and Inclusion Manager. This training is aimed at bringing awareness and understanding on topics including active listening, advanced communications, trauma informed understanding, cultural competency and anti-racism. The training will provide SRDs with the skills and tools necessary to more effectively connect with and represent all community members as the program strives to provide exemplary, innovative and inclusive policing services.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|------------------------------------|-------------|---------------|---------------|------------|
| Output | Student Contacts (SRD) | 2,073 | 3,000 | 1,200 | 1,500 |
| Outcome | Hours of classroom education (SRD) | 200 | 230 | 45 | 110 |

Performance Measures Descriptions

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 |
|-------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$1,215,174 | \$47,621 | \$700,295 | \$0 |
| Materials & Supplies | \$24,537 | \$0 | \$0 | \$0 |
| Internal Services | \$0 | \$6,279 | \$0 | \$0 |
| Capital Outlay | \$35,093 | \$0 | \$0 | \$0 |
| Total GF/non-GF | \$1,274,804 | \$53,900 | \$700,295 | \$0 |
| Program Total: | \$1,328,704 | | \$700,295 | |
| Program FTE | 7.35 | 0.30 | 4.35 | 0.00 |

| Program Revenues | | | | |
|-------------------------|------------------|-----------------|------------------|------------|
| Service Charges | \$778,233 | \$53,900 | \$502,888 | \$0 |
| Total Revenue | \$778,233 | \$53,900 | \$502,888 | \$0 |

Explanation of Revenues

\$46,358-Corbett School District to pay's for 0.35 FTE of an SRD.
\$456,530-Reynolds SD pays for 4 SRD employees at 0.75 FTE each.

Significant Program Changes

Last Year this program was: FY 2021: 60535 School & Community Resource Officer Program

In FY 2022, the School & Community Resource Officer Program was scaled so that the School Resource Officers are in offer A and the Community Resource Officers are in Offers B and C.

1.00 FTE Community Resource Officer was moved to Offer B and 2.00 FTE Community Resource Officers were moved to Offer C.

Moved 0.30 FTE from this program to PO 60505 (Patrol). This FTE performs patrol services for the US National parks within Multnomah County during the summer months.

The COVID-19 Pandemic had a substantial impact on the performance objectives of both the School Resource Deputies and the Community Resource Deputies. Reynolds School District is continuing the distance learning model that began in March, 2020. SRDs have been re-assigned to meet other needs within the Sheriff's Office. In addition, community meetings, events and outside education opportunities, such as the Youth Academy, have been cancelled or postponed.

Department: Sheriff **Program Contact:** Travis Gullberg
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Community Resource Deputies (CRDs) engage all community members through proactive, innovative, and inclusive community policing strategies. 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. This program offer is for the Troutdale CRD.

Program Summary

Working with schools, businesses, neighborhood associations, and diverse community organizations, CRDs seek to understand specific community needs and utilize problem solving skills to assess, investigate, and intervene in criminal activities. CRDs make a positive impact on the communities they serve by building relationships and establishing and fostering community trust by reaching out to vulnerable and underrepresented populations and utilizing innovative and inclusive community policing strategies.

Also, the CRDs, as part of the Community Partnership Unit, are participating in a 12-week pilot training project developed in collaboration with the Sheriff's Office Equity and Inclusion Manager. This training is aimed at bringing awareness and understanding on topics including active listening, advanced communications, trauma informed understanding, cultural competency and anti-racism. The training will provide CRDs with the skills and tools necessary to more effectively connect with and represent all community members as the program strives to provide exemplary, innovative and inclusive policing services.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---------------------------------------|-------------|---------------|---------------|------------|
| Output | Number of community contacts | N/A | N/A | N/A | 500 |
| Outcome | Number of community meetings attended | 255 | 300 | 75 | 40 |

Performance Measures Descriptions

Due to COVID, some community meetings were not held. Going forward, virtual meetings will be captured in the number of community meetings attended.

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 |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$184,021 | \$0 |
| Materials & Supplies | \$0 | \$0 | \$8,240 | \$0 |
| Internal Services | \$0 | \$0 | \$13,950 | \$0 |
| Capital Outlay | \$0 | \$0 | \$10,250 | \$0 |
| Total GF/non-GF | \$0 | \$0 | \$216,461 | \$0 |
| Program Total: | \$0 | | \$216,461 | |
| Program FTE | 0.00 | 0.00 | 1.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------------|------------|
| Service Charges | \$0 | \$0 | \$216,461 | \$0 |
| Total Revenue | \$0 | \$0 | \$216,461 | \$0 |

Explanation of Revenues

City of Troutdale's FY 2022 Community Resource Deputy contract is in the amount of \$216,461.

Significant Program Changes

Last Year this program was: FY 2021: 60535 School & Community Resource Officer Program

In FY 2022, the School & Community Resource Officer Program was scaled so that the School Resource Officers are in offer A and the Community Resource Officers are in Offer B.

The COVID-19 Pandemic had a substantial impact on the performance objectives of both the School Resource Deputies and the Community Resource Deputies. Reynolds School District is continuing the distance learning model that began in March 2020. SRDs have been re-assigned to meet other needs within the Sheriff's Office. In addition, community meetings, events and outside education opportunities, such as the Youth Academy, have been cancelled or postponed.

Department: Sheriff **Program Contact:** Travis Gullberg
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Community Resource Deputies (CRDs) engage all community members through proactive, innovative, and inclusive community policing strategies. 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. This program offer is for the Sauvie Island and Corbett CRDs.

Program Summary

This program offer is a request to restore the 2.00 FTE Community Resource deputies that were being cut due to the FY 2022 General Fund constraint.

Working with schools, businesses, neighborhood associations, and diverse community organizations, CRDs seek to understand specific community needs and utilize problem solving skills to assess, investigate, and intervene in criminal activities. CRDs make a positive impact on the communities they serve by building relationships and establishing and fostering community trust by reaching out to vulnerable and underrepresented populations and utilizing innovative and inclusive community policing strategies.

Also, the CRDs, as part of the Community Partnership Unit, are participating in a 12-week pilot training project developed in collaboration with the Sheriff's Office Equity and Inclusion Manager. This training is aimed at bringing awareness and understanding on topics including active listening, advanced communications, trauma informed understanding, cultural competency and anti-racism. The training will provide CRDs with the skills and tools necessary to more effectively connect with and represent all community members as the program strives to provide exemplary, innovative and inclusive policing services.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---------------------------------------|-------------|---------------|---------------|------------|
| Output | Number of community contacts | N/A | N/A | N/A | 1,000 |
| Outcome | Number of community meetings attended | 255 | 300 | 75 | 75 |

Performance Measures Descriptions

Due to COVID, some community meetings were not held. Going forward, virtual meetings will be captured in the number of community meetings attended.

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 |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$330,008 | \$0 |
| Total GF/non-GF | \$0 | \$0 | \$330,008 | \$0 |
| Program Total: | \$0 | | \$330,008 | |
| Program FTE | 0.00 | 0.00 | 2.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60535 School & Community Resource Officer Program

In FY 2022, the School & Community Resource Officer Program was scaled so that the School Resource Officers are in offer A and the Community Resource Officers are in Offer B.

The COVID-19 Pandemic had a substantial impact on the performance objectives of both the School Resource Deputies and the Community Resource Deputies. Reynolds School District is continuing the distance learning model that began in March 2020. SRDs have been re-assigned to meet other needs within the Sheriff's Office. In addition, community meetings, events and outside education opportunities, such as the Youth Academy, have been cancelled or postponed.

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$325,106 | \$0 | \$243,824 | \$0 |
| Internal Services | \$13,593 | \$0 | \$0 | \$0 |
| Total GF/non-GF | \$338,699 | \$0 | \$243,824 | \$0 |
| Program Total: | \$338,699 | | \$243,824 | |
| Program FTE | 2.00 | 0.00 | 2.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60540 Homeless Outreach and Programs Engagement (HOPE) Team

Department: Sheriff **Program Contact:** Travis Gullberg

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

Related Programs:

Program Characteristics:

Executive Summary

The Multnomah County Sheriff's Office (MCSO) Green Hornet Trail Rescue Team consists of deputies who are specially trained endurance athletes. They are tasked with reducing search and rescue response times to missing and endangered persons at various trail locations throughout the Columbia River Gorge. Through collaborating with various community partners, the team seeks to improve the probability of early detection and create efficiencies throughout search and rescue's response to community needs for finding the lost, providing basic care, and coordinating the rescue.

Program Summary

The MCSO Green Hornet Trail Rescue Team provides specialized emergency response to public requests for finding and rescuing lost community members and visitors throughout Multnomah County and the vast Columbia River Gorge trail system. Their mission is to decrease search and rescue response times to missing and endangered persons by collaborating with our community support groups such as Mountain Wave, Multnomah County Search and Rescue, Corbett Fire District, and the Corbett Community Patrol Program to quickly find those that are lost. This elite team is equipped with basic first aid and the highest level of familiarity of the trail systems throughout the Gorge. The team will usually be a first responder to the scene and is able to quickly deploy to the trails, locate the lost person(s), professionally assess the scene, and deploy additional resources as needed. They will care for the person(s) and coordinate any rescue as needed.

By providing search and rescue training and specialized equipment to deputies assigned to this team, the program seeks to significantly decrease response times and increase the opportunity to locate the lost and possibly injured persons much faster. By quickly deploying and locating the lost, this team provides a level of comfort and support to the lost or injured in what may be the most traumatic experience for them. This reduces the level of trauma, mental anguish, and emotional suffrage, often leading to the protection of life.

Team members also provide innovative and proactive education functions during trailhead heavy use days. These functions provide an opportunity for law enforcement to contact the community in a soft, comfortable environment resulting in a positive interaction. The presence of the team reinforces the safety and security of the remote areas ensuring the Columbia River Gorge can be enjoyed by all.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number of searches for lost/missing hikers conducted | 0 | 20 | 2 | 10 |
| Outcome | Percentage of searches resulting in a found/rescued person | 100% | 90% | 90% | 90% |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$10,326 | \$0 | \$10,364 | \$0 |
| Materials & Supplies | \$10,404 | \$0 | \$10,404 | \$0 |
| Total GF/non-GF | \$20,730 | \$0 | \$20,768 | \$0 |
| Program Total: | \$20,730 | | \$20,768 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|------------------|-----|-----|-----|-----|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60550 Hornet Trail Rescue and Wilderness Law Enforcement Services Team

This program has been deeply impacted over the past couple of years due to trail closures and lack of public access from the lingering effects of the Eagle Creek Fire damage and current concerns of the COVID-19 pandemic.

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 Office (MCSO) Gun Dispossession program provides for countywide investigation of restraining order violations, specifically when the respondents do not comply by dispossessing themselves of their firearms. Since approximately 2015, MCSO has collaborated with the Portland Police Bureau, Multnomah County District Attorney's Office, and the Multnomah County Circuit Court in enforcing the gun dispossession clause of restraining orders by working with both petitioners and respondents to gain compliance with the court orders.

Program Summary

In 2011, a model surrender protocol was developed in a statewide domestic violence firearms task force, and this process is currently being utilized in Multnomah County. In January 2020, this protocol was extended to the other protection orders through an Oregon House of Representatives Bill, which include Stalking Orders, Sex Abuse Protection Orders, Disabled and Elder Abuse Protection Orders, and Family Abuse Protection Orders.

The purpose of this program is to provide one MCSO full-time employee to partner with the Portland Police Bureau's Family Services Division for education and enforcement actions against respondents who do not comply with the firearms prohibition on their restraining order and to conduct follow-up investigations on restraining order violations. The unit will also investigate general restraining order violations and present cases to the District Attorney's Office for prosecution.

The funding for this position will help educate and/or force respondents to comply with the court order to surrender their firearms. It will provide the necessary full-time employee to assist with conducting investigations to locate the respondents and their firearms. This will reduce the number of illicit firearms in the community, and this action will also assist in reducing domestic violence lethality by removing firearms from the respondent's possession. Data shows that access to firearms can increase the risk of death to the petitioner by five times and up to twenty times if the respondent had made prior threats or assaults with firearms. Statistics demonstrate that an abuser's access to firearms increases the risk of homicide of a female partner by 400%, and the mere presence of a gun increases fivefold the chance that domestic violence results in homicide.

Collaborative investigative efforts combined with connecting petitioners to resources, including domestic violence advocates, aligns with the mission of MCSO to value and support all community members through exemplary public safety service.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of dispossessed firearm cases investigated | N/A | 150 | 160 | 150 |
| Outcome | Number of firearms seized | N/A | 40 | 90 | 50 |
| Output | Number of restraining order violations investigated | N/A | 140 | 66 | 75 |
| Outcome | Number of cases presented to the District Attorney's Office for prosecution | N/A | 75 | 20 | 36 |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$156,760 | \$0 | \$204,496 | \$0 |
| Capital Outlay | \$40,000 | \$0 | \$22,021 | \$0 |
| Total GF/non-GF | \$196,760 | \$0 | \$226,517 | \$0 |
| Program Total: | \$196,760 | | \$226,517 | |
| Program FTE | 1.00 | 0.00 | 1.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------|
| Total Revenue | \$0 | \$0 | \$0 | \$0 |

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2021: 60555 Gun Dispossession/VRO Detail Restoration

Department: Sheriff **Program Contact:** Travis Gullberg
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted
Related Programs:
Program Characteristics:

Executive Summary

Metro is a regional government that serves the cities and unincorporated areas within Clackamas, Multnomah, and Washington counties, including the rural, unincorporated areas. Metro protects open spaces and parks, as well as plans for land use and transportation. In addition, Metro manages garbage disposal and recycling for 1.3 million community members. Within this mission, the MCSO Metro assignment consists of one deputy who collaborates with Metro and their system partners, to improve and maintain Metro properties through innovation, partnership and teamwork, ensuring these properties are inviting and inclusive to all community members.

Program Summary

The Multnomah County Sheriff's Office partners with Metro and collaborates with various system partners and the community to address illegal dumping, solid waste disposal, and houselessness concerns in an effort to ensure all properties present a livable, welcoming, and inclusive environment for all members of the community.

Illegal dumping, as well as the impacts of camping related to our houseless community members, presents significant challenges and requires a delicate response. These issues raise concerns with respect to safety, property values, environmental concerns, and quality of life for all community members. Also, illegal dumping often attracts additional waste, potentially including hazardous waste that is damaging to our ecosystem.

The law enforcement partnership with Metro presents an opportunity for deputies to connect with vulnerable populations, to include engaging in conversations surrounding the effects of policing on BIPOC communities. The Metro Deputy works in partnership with all community members by providing accessibility to wrap around services with a supportive, outreach first approach.

In addition to clean up and outreach, the Metro Deputy will build rapport and provide an approachable, in-person interaction with the houseless population. This relationship provides all community members who are victims of crimes an opportunity to report incidents that otherwise may go unreported. The Metro Deputy will also participate in the Community Partnership Unit 12-week professional development pilot training project coordinated by the Multnomah County Sheriff's Office Equity and Inclusion Manager. This training is aimed at enhancing active listening, advanced communication, trauma informed understanding, cultural competency, and anti-racism.

The Metro Deputy also collaborates with the HOPE team and leverages their partnerships with social service providers to safely and humanely address environmental concerns to Metro's 17,000 acres of natural areas and parks.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of illegal dump site assessments | N/A | N/A | 1,040 | 800 |
| Outcome | Number of referrals to social service providers | N/A | N/A | N/A | 100 |
| Outcome | Total illegal dumpsite mitigations | N/A | N/A | N/A | 40 |

Performance Measures Descriptions

The Metro program is offering three new performance measures. These measures are aimed addressing reimagined policing ideals, and ensuring collaboration with our system partners, while focusing on equity and inclusion. Site assessments provide initial evaluations to determine the severity of community impacts and identifies resources to mitigate. Mitigations are a collaborative, holistic approach to address community concerns related to illegal dumpsites. Note: Numbers are for the program as a whole and do not reflect the actions of any single individual.

Legal / Contractual Obligation

Intergovernmental Agreement with Metro

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$550,346 | \$0 | \$553,260 |
| Contractual Services | \$0 | \$1,200 | \$0 | \$1,197 |
| Internal Services | \$0 | \$69,234 | \$0 | \$66,557 |
| Total GF/non-GF | \$0 | \$620,780 | \$0 | \$621,014 |
| Program Total: | \$620,780 | | \$621,014 | |
| Program FTE | 0.00 | 3.45 | 0.00 | 3.45 |

| Program Revenues | | | | |
|----------------------|------------|------------------|------------|------------------|
| Service Charges | \$0 | \$620,780 | \$0 | \$621,014 |
| Total Revenue | \$0 | \$620,780 | \$0 | \$621,014 |

Explanation of Revenues

This program generates \$66,557 in indirect revenues.

Special Ops Fund:

\$621,014 - Enforcement/Investigation and Clean-up of Illegal Dumping provided for Metro.

Significant Program Changes

Last Year this program was: FY 2021: 60565 Metro Unit

This past year, this program has been greatly impacted by COVID-19. This has resulted in less mitigation opportunities and an increase in the number of site assessments. Site assessment numbers should decrease as system partners are able to conduct more outreach work, resulting in an increase in referrals to social services. The performance measures have been designed to better reflect reimagined policing ideals and improve the programs efforts at community engagement.

Department: Sheriff **Program Contact:** Steve Alexander

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

Related Programs:
Program Characteristics:
Executive Summary

This program offer is for the operation of the additional housing unit, Dorm 5 (59 beds), to allow for increased physical distancing for adults in custody in cohort jail dorms. MCIJ dorms are used to appropriately house adults in custody to ensure safe, efficient and equitable operation of the jail system. Open dorm housing is structured to fit the needs of those in custody who do not require a more restrictive level of confinement.

This program offer will also pay for the cost of phone calls made by Adults in Custody (AIC) to their loved ones.

Program Summary

Dorm 5 will provide additional housing space for Adult in Custody populations. This will assist in distribution of jail populations to improve physical distancing of populations among cohort housing units as needed as part of COVID-19 mitigation and prevention strategies.

Deputies facilitate access to program, medical, religious, and professional services adults in custody require daily while providing safety and security supervision and direction in the dorm.

Due to the pandemic, all in-person visitation with (AIC) was halted. Recognizing the importance of continued access to loved ones, 2 phone calls per week, per AIC, will be provided.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|---|-------------|---------------|---------------|------------|
| Output | Number of free phone calls per week offered to adults in custody | N/A | 2 | 2 | 2 |
| Outcome | All adults in custody have the opportunity to receive their 2 free phone calls per week (1=yes, 0=no) | N/A | 1 | 1 | 1 |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$0 | \$830,380 |
| Materials & Supplies | \$0 | \$0 | \$0 | \$96,000 |
| Total GF/non-GF | \$0 | \$0 | \$0 | \$926,380 |
| Program Total: | \$0 | | \$926,380 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------------|
| Intergovernmental | \$0 | \$0 | \$0 | \$926,380 |
| Total Revenue | \$0 | \$0 | \$0 | \$926,380 |

Explanation of Revenues

American Rescue Act Funding in the amount of \$926,380

Significant Program Changes

Last Year this program was:

This program offer falls under the County's ARP priority area of Supporting People in our Care. The funds will be used to provide physical distancing in the jails and phone calls to allow adults in custody to make phone calls since visitation was halted due to COVID-19.

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

This program offer is for the operation of the additional housing unit, Dorm 13 (75 beds), to allow for increased physical distancing for adults in custody in cohort jail dorms. MCIJ dorms are used to appropriately house adults in custody to ensure safe, efficient and equitable operation of the jail system. Open dorm housing is structured to fit the needs of those in custody who do not require a more restrictive level of confinement.

Program Summary

Dorm 13 will provide additional housing space for Adult in Custody populations. This will assist in distribution of jail populations to improve physical distancing of populations among cohort housing units as needed as part of COVID-19 mitigation and prevention strategies.

Deputies facilitate access to program, medical, religious, and professional services adults in custody require daily while providing safety and security supervision and direction in the dorm.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|---------------------|--|--------------------|----------------------|----------------------|-------------------|
| Output | Average daily population of Dorm 13 | 64 | N/A | 31 | 30 |
| Outcome | Adult in custody and staff assaults in Dorm 13 | 4 | N/A | 0 | 0 |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Personnel | \$0 | \$0 | \$0 | \$547,040 |
| Total GF/non-GF | \$0 | \$0 | \$0 | \$547,040 |
| Program Total: | \$0 | | \$547,040 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------------|
| Intergovernmental | \$0 | \$0 | \$0 | \$547,040 |
| Total Revenue | \$0 | \$0 | \$0 | \$547,040 |

Explanation of Revenues

American Rescue Act Funding in the amount of \$547,040

Significant Program Changes

Last Year this program was:

This program offer falls under the County's ARP priority area of Supporting People in our Care. The funds will be used to provide physical distancing in the jails.

Department: Sheriff **Program Contact:** Erin Hubert

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

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

Executive Summary

Funding from the American Rescue Act Program will allow MCSO to purchase the following: Electronic signage boards for MCDC/start up related equipment and monthly fees to provide COVID/Vaccination information equitably; Remote Court Hearings - additional WiFi capacity; New Washing Machine due to increased laundry needs; Additional software to support our staff in their collaborative work efforts.

Program Summary

Electronic signage installation will help provide timely COVID-19 and vaccine education information along with Adult in Custody specific messaging and updates from Corrections Facilities, Corrections Health and other Agency partners when needed.

Remote court hearings by adding WiFi capacity allows the Multnomah County Detention Center (MCDC) to have a stable WI-FI connection to conduct remote court hearing through the use of tablet. This will provide better access to adults in custody (AIC) that either have medical or mental health needs or whose behavior presents a safety risk to staff or the court. Access to the tablets will be provided by deputies from our mental health team or court services unit.

The washing machine replacement will help support increased operations during the pandemic with clothing and mask replacements.

Additional software to support our staff in their collaborative work efforts. Microsoft Teams will be used for these collaborative work sessions for things like staff trainings; staff meetings; data sharing amongst work groups; individual and departmental Teams meetings/communications; and external community outreach, as appropriate.

Performance Measures

| Measure Type | Primary Measure | FY20 Actual | FY21 Budgeted | FY21 Estimate | FY22 Offer |
|--------------|--|-------------|---------------|---------------|------------|
| Output | Number monitors for electronic signage installed | N/A | N/A | N/A | 4 |
| Outcome | Washing machines purchased (1=yes, 0=no) | N/A | N/A | N/A | 1 |
| Output | Percent of pre-trial adults in custody classified into acute mental health housing | 26% | N/A | 18% | 18% |
| Outcome | Remote court hearings for adults in custody who may have acute mental health needs | N/A | N/A | N/A | 1,450 |

Performance Measures Descriptions

Revenue/Expense Detail

| | Adopted General Fund | Adopted Other Funds | Adopted General Fund | Adopted Other Funds |
|------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Program Expenses | 2021 | 2021 | 2022 | 2022 |
| Materials & Supplies | \$0 | \$0 | \$0 | \$70,000 |
| Capital Outlay | \$0 | \$0 | \$0 | \$50,000 |
| Total GF/non-GF | \$0 | \$0 | \$0 | \$120,000 |
| Program Total: | \$0 | | \$120,000 | |
| Program FTE | 0.00 | 0.00 | 0.00 | 0.00 |

| Program Revenues | | | | |
|----------------------|------------|------------|------------|------------------|
| Intergovernmental | \$0 | \$0 | \$0 | \$120,000 |
| Total Revenue | \$0 | \$0 | \$0 | \$120,000 |

Explanation of Revenues

American Rescue Act Funding in the amount of \$120,000

Significant Program Changes

Last Year this program was:

This program offer falls under the County's ARP priority area of Supporting People in our Care. The funds will be used for purchases needed due to COVID-19.