



FY 2024

Adopted Budget

Adopted by Multnomah County
Board of Commissioners
Jessica Vega Pederson, 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
- Existing Program
- New Program
- Program Alternative/Reconstruction
- Internal Service
- Revenue/Fund Level/Tech

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.

Existing 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 Program

“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/Fund Level/Tech

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 175 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 25 additional beds, giving decision-makers a choice between adding either 50 or 75 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

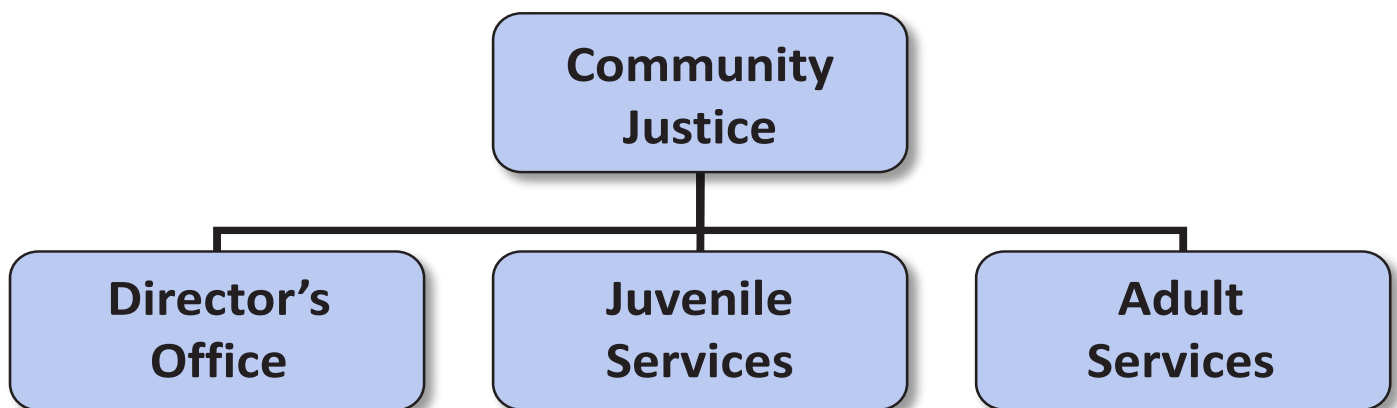
Commitment to Victims and Community: Respect and address victims' rights and needs and restore the community

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

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

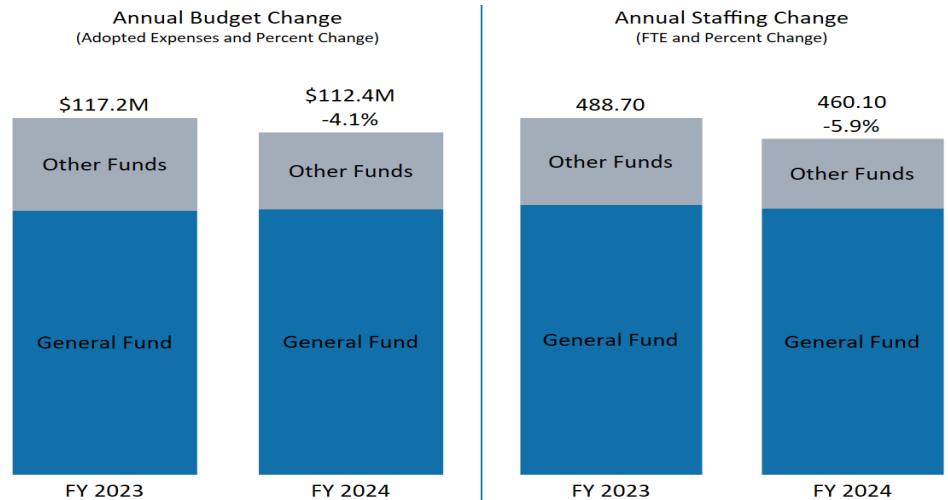
The Department of Community Justice (DCJ) Adopted budget is \$112.4 million and 460.10 FTE. DCJ’s budget includes \$87.3 million in General Funds (77.7%) and \$25.1 million (22.3%) in Other Funds.

Other Funds include \$12.8 million in State Community Corrections Senate Bill 1145 (SB 1145) funding. Multnomah County receives SB 1145 revenue from the Oregon State Department of Corrections (DOC) to provide incarceration, parole, probation, and/or post-prison supervision services for adults. In the 2023-2025 biennium, the Governor’s budget reduced SB 1145 funding. The SB 1145 revenue decrease, when combined with inflationary pressures, results in DCJ reducing the budget by \$4.0 million and 24.00 FTE.

Additionally, DCJ is no longer receiving American Rescue Plan (ARP) funding in FY 2024, which totalled \$1.3 million in FY 2023.

DCJ receives funding from Washington and Clackamas Counties for juvenile detention beds. In FY 2024, Washington and Clackamas are decreasing the number of beds by 8, reducing DCJ’s total juvenile beds from 56 to 48. This results in a revenue reduction of \$298,866.

These cuts result in an overall 4.1% decrease in DCJ’s budget and a 5.9% decrease in FTE compared to FY 2023.



DCJ is adding four new program offers and extending a pilot program offer:

Victim and Survivor Services Staff Expansion (50003B) includes \$108,277 in ongoing funding for a 1.00 FTE Victim Advocate to enhance Victim and Survivor Services’ ability to collaborate 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.

Pro-Social Recreation Programming (50027B) includes \$45,000 in one-time-only funding for pro-social recreational activities for children of individuals on supervision with DCJ in East County. This program is designed to foster social interactions, teamwork, and communication skills to promote healthy relationships and emotional well-being.

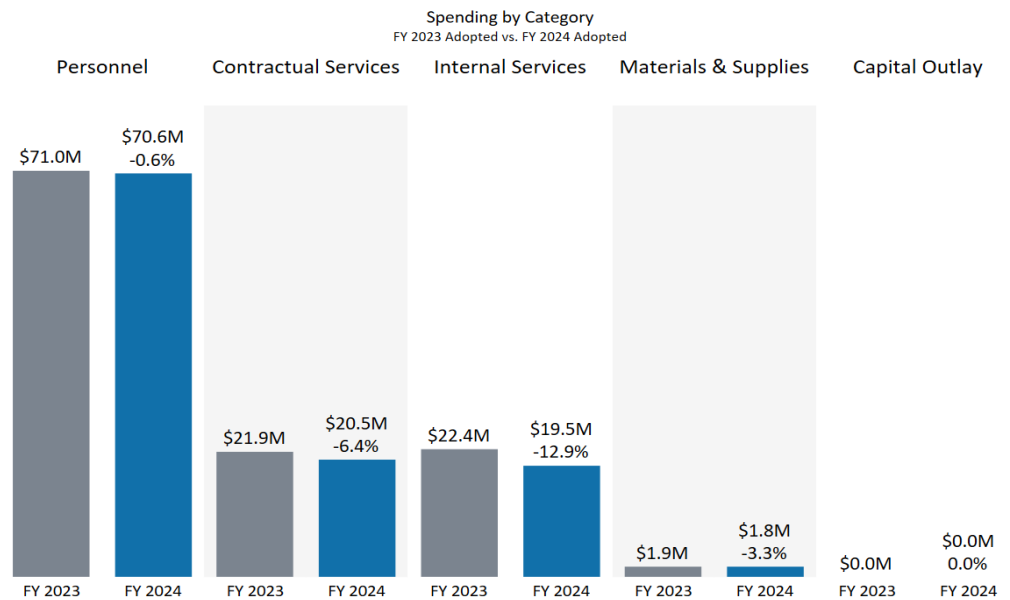
Budget Overview (Continued)

HEAT Unconditional Cash Stipend (50032B) includes \$100,000 in one-time-only funding for cash stipends Habilitation Empowerment Accountability Therapy (H.E.A.T.) participants. This funding allows participants to support themselves and their families during the program.

Juvenile Justice Center - Safety & Security (50051B) includes \$175,000 of one-time-only funding in Professional Services for architectural drawings to begin work on much needed safety and security upgrades to the lobby of the Juvenile Justice complex.

DCJ Stabilization and Readiness Program (SARP) (50041) includes \$703,965 in one-time-only funding and 5.00 FTE to continue the pilot, which focuses on enhancing motivation for treatment, stabilization, skill development, and case management services for individuals with severe and persistent mental illness.

The chart below provides a breakdown of the budget’s expense categories from FY 2023 to FY 2024. Personnel services is the largest component of DCJ’s budget.



Budget Trends	FY 2022	FY 2023	FY 2023	FY 2024	Difference
	Actual	Current Estimate	Adopted Budget	Adopted Budget	
Staffing FTE	470.87	488.90	488.70	460.10	(28.60)
Personnel Services	\$61,990,232	\$64,840,257	\$71,047,495	\$70,609,486	\$(438,009)
Contractual Services	15,901,218	16,878,990	21,902,837	20,493,220	(1,409,617)
Materials & Supplies	1,653,879	1,628,393	1,880,158	1,817,977	(62,181)
Internal Services	18,080,388	23,675,740	22,390,310	19,511,162	(2,879,148)
Capital Outlay	<u>102,159</u>	<u>149,325</u>	<u>11,000</u>	<u>11,000</u>	<u>0</u>
Total Costs	\$97,727,876	\$107,172,705	\$117,231,800	\$112,442,845	\$(4,788,955)

Successes and Challenges

The Department of Community Justice (DCJ) is committed to serving the highest risk individuals and investing in programs and services that improve community safety by helping 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 2023 include adjusting to the Future of Work in the wake of the COVID-19 pandemic while maintaining critical services and support to the community. Additionally, DCJ's Research and Planning team has begun a shift to increased community engagement and program evaluation through a procedural justice lens.

We continue to be a partner and leader in the effort to reform the criminal justice system through active involvement in the Transforming Justice project, the Transforming Juvenile Probation project, the Multnomah County Justice Reinvestment Program, and pretrial reform through the MacArthur Foundation's Safety and Justice Challenge. These efforts have contributed to the decreased reliance on costly jail, prison, and detention beds, while addressing racial and ethnic disparities in the community. Additionally, we have made significant progress on juvenile detention renovations and expanding restorative practices within our department.

DCJ remains committed to culturally specific programming designed to empower individuals to engage positively with their community. We are expanding the use of the Habilitation, Empowerment, Accountability Therapy (HEAT) and the Community Healing Initiative (CHI) to engage cross departmentally, as there are frequent overlaps in the juvenile justice and criminal justice systems. HEAT is a culturally specific approach to addressing low engagement among high risk/high needs Black and African Americans. CHI is also a culturally specific approach that integrates a family systems model.

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 adult arrests within one year in Multnomah County are 21.8%, which is lower than the overall Statewide percentage of 25.7%.

A main challenge continues to be decreasing resources due to budget reductions, particularly in the face of increased community and gun violence. DCJ will continue to narrow its focus to serve those who are the highest risk by relying on assessment tools to guide decisions. Available low/no barrier housing and treatment resources remain largely unavailable for the populations we serve. The need in the community is so great that DCJ has begun to find creative solutions internally to meet the needs of individuals on supervision who struggle with severe and persistent mental illness and/or homelessness. Additionally, DCJ is dealing with critical staffing shortages, which we are addressing through increased attention to recruitment and hiring.

COVID-19 & American Rescue Plan

While a significant cohort of DCJ employees have converted to routine telework since the County's telework pilot ended, DCJ continues to return to in-person services as we emerge from COVID-19 protocols. The Human Resources unit shifted much of their work to provide support to address staffing challenges as well as helping DCJ employees adjust to returning to offices.

The detention facility, the Assessment and Evaluation (A&E) program, and the Recognizance Unit have continued 24-hour operations throughout. Sanitation supplies and personal protective equipment remain available to all staff as well as additional cleaning in common spaces.

Limitations on visitation in detention and A&E have been relaxed to allow for more in person family and professional visits. Juvenile Court Counselors (JCCs) have resumed all home visits and in person meetings in the office. Several programs offering valuable services that reduce reliance on detention and jail have resumed activities. These include community service and Project Payback, which provides youth the opportunity to earn money to pay off restitution. The Culinary Arts and Hands of Wonder programs resumed in person programs and instruction. Juvenile justice partners have continued to meet regularly to analyze the number of youth who are held in detention in an effort to limit admissions and the overall daily population. Intake staff have developed appropriate release plans for youth who were able to be safe in the community pending their preliminary hearing, and Juvenile Court Counselors supported young people with alternatives to detention. As a result, the average daily population of youth in detention remains well below capacity.

Field offices in the Adult Services Division have fully reopened to the public and Parole-Probation Officers (PPOs) have resumed field and office visits. PPOs are meeting clients face-to-face on a regular basis and have resumed all case management practices. Community service crews have also resumed providing an important alternative sanction as the use of jail is still closely tracked and the opportunity for individuals to earn money to pay back victims through the Restitution Work Crew program.

Victim and Survivor Services have continued to experience an increase in requests for Emergency Assistance Funds as a result of the increase in domestic violence and survivor safety risks. They have also experienced an increase in the number of victims and survivors requesting the right to notice of critical stage hearings has more than doubled. The work of volunteers and student interns has increased in 2022. More in-person opportunities have become available, and work has been done to creatively engage volunteers and interns. In the last year the program has experienced an increase in community interest.

Diversity, Equity, and Inclusion

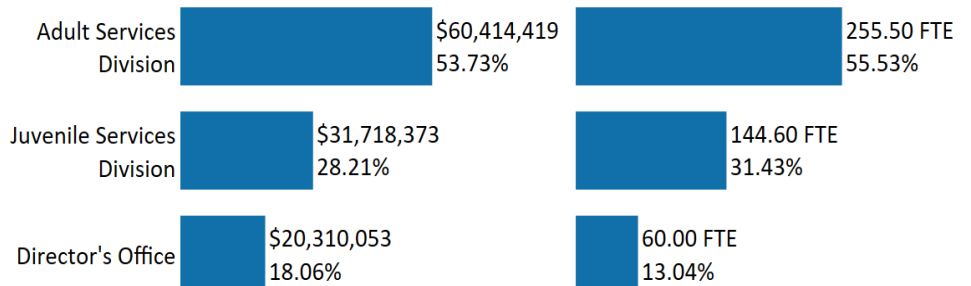
DCJ embraces Multnomah County’s effort to inclusively lead with race, using targeted universalism approaches and understanding multiple intersections that impact internal and external stakeholders. DCJ’s strategic plan goals prioritize and integrate diversity, equity and inclusion. Specifically, the goal of Invest in Employees is informed by the work of the department’s Diversity and Equity Steering Committee (DESC) and the Workforce Equity Strategic Plan (WESP). The goal of System Change guides the department’s work as DCJ engages in current reform work, using data to track whether the department is impacting disparities, and prioritizing investments in culturally responsive staffing and programming.

DCJ is committed to promoting a diverse and equitable workforce, and a consistent, responsive delivery of programs and services to 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. An equity lens is applied throughout the department’s collaborative budget process which informs how to invest limited resources.

Programming and services tailored to meeting the needs of individuals who identify as Black, Indigenous, and/or People of Color are central to DCJ’s approach to budget and program development. We will continue to look at ways to expand and improve these services, including the continued expansion of HEAT and CHI, mentioned above. Another example is the Diane Wade Program, which provides gender-responsive, trauma-informed services with a focus on Black and African American women. DCJ works closely with a Community Advisory Board to inform how we can strengthen services to Black and African American women in our communities.

Budget by Division

Division Name	FY 2024 General Fund	Other Funds	Total Division Cost	Total FTE
Director’s Office	\$19,779,075	\$530,978	\$20,310,053	60.00
Adult Services Division	42,015,66	18,398,758	60,414,419	255.50
Juvenile Services Division	<u>25,529,736</u>	<u>6,188,637</u>	<u>31,718,373</u>	<u>144.60</u>
Total Community Justice	\$87,324,472	\$25,118,373	\$112,442,845	460.10



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 individuals, families, and victims/survivors we serve. The Director's Office is responsible for the fiscal management of more than \$112 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 and Procurement 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 460 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 supports and coordinates placement of volunteers and interns across the department. Victim and Survivor Services is responsible for advancing DCJ's long-term commitment to crime victims' rights and is an important resource for staff and community partners. The Equity and Inclusion Manager leads the Diversity and Equity Steering Committee (DESC) and works closely with managers and staff of each division to be a resource in the advancement of the Workforce Equity Strategic Plan (WESP) and continuing conversations to address departmental issues and challenges.

Significant Changes

DCJ took a close look at administrative services in order to meet the 1.5% reduction from current service level. The FY 2024 budget aims to improve customer service to the rest of the department and increase direct services to individuals, families, and victims/survivors. One way we did this was by eliminating a Research Scientist (PO 50004) position that primarily works on grants, and reallocating funds from a Senior Manager (PO 50000) to a Finance Supervisor (PO 50001A). We also eliminated unused temporary worker funds (PO 50005).

DCJ Victim Advocates are over capacity with caseloads that are too high. Research shows that survivors working with an advocate have much better safety outcomes because they generally get support to take more protective actions that lead to enhanced safety for the survivor. The FY 2024 budget includes ongoing funding for an additional 1.00 FTE Victim Advocate (PO 50003B). Our client assistance funds fill a critical gap in the community as they are available where other funds in the community are not.

Adult Services Division

The Adult Services Division (ASD) provides leadership and direction for the supervision of around 7,500 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 13,000 cases per year. These programs promote public safety while reducing County jail and State prison utilization. Coordinating with public safety partners, ASD's mission is to enhance community safety, reduce crime, and change behavior by holding adults accountable in a fair and just manner, and providing them with services they need to reintegrate into the community. Parole-Probation Officers (PPOs) receive specialized 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, cultural responsiveness 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 Global Positioning System (GPS)/electronic monitoring and computer forensics monitoring as needed.

Significant Changes

In 2022, ASD piloted a program located at Mead Building in downtown Portland to address stabilization and treatment readiness for individuals experiencing severe and persistent mental illness and/or homelessness. This program provides a much needed bridge between release from jail or prison to engagement in limited community clinical services. We expect the Stabilization and Readiness Program (SARP) (PO 50041) to serve 150 individuals in the community in FY 2024.

ASD anticipates reductions in State SB1145 funding that amount to just over \$4 million. To meet this reduction, the division proposed the elimination of 24 positions from a variety of program offers, focusing on vacant positions first. We are also adjusting treatment and housing contracts to align with expected utilization rates. Due to these reductions, the County has allocated approximately \$3 million in contingency funds to help bridge funding gaps.

Juvenile Services Division

The Juvenile Services Division (JSD) provides a continuum of services that includes diversion, formal probation, shelter care, and electronic monitoring. JSD also operates a secure residential assessment and evaluation program and regional juvenile 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. JSD received 518 out of custody referrals that were not diverted from court. Last year, JSD completed 253 detention screenings and 201 Multnomah County youth were admitted to the Donald E. Long Juvenile Detention facility. In total, the Tri-County area had 519 admissions to our facility.

This past year 116 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 or paying restitution to victims. Juvenile Court Counselors (JCCs) supervise medium to high risk youth on formal probation. JSD serves these youth and their families with individualized case plans utilizing restorative, family-centered 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 will see a decrease of 8 juvenile detention beds (PO 50054A) resulting from reduced service contracts with Washington and Clackamas Counties. We also reduced a secure residential contract by 2 shelter beds (PO 50056). Additionally, due to reduced caseload sizes we eliminated 1.00 FTE Juvenile Court Counselor and 1.00 FTE Juvenile Counseling Assistant.

The FY 2024 budget will provide funding to design and plan facilities safety upgrades (PO 50051B). The FY 2023 budget provided funding for detention renovations, and this year we are focusing our efforts to enhance safety and security for the rest of the Juvenile Justice Complex.

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 2024 General Fund	Other Funds	Total Cost	FTE
Director’s Office					
50000	DCJ Director's Office	\$2,813,778	\$0	\$2,813,778	12.00
50001A	DCJ Business Services	2,712,098	0	2,712,098	14.00
50002	DCJ Business Applications & Technology	9,795,077	391,978	10,187,055	6.50
50003A	DCJ Victim and Survivor Services	1,159,303	132,210	1,291,513	8.00
50003B	DCJ Victim and Survivor Services Staff Expansion	108,277	0	108,277	1.00
50004	DCJ Research & Planning	1,031,669	6,790	1,038,459	6.50
50005	DCJ Human Resources	2,158,873	0	2,158,873	12.00
Adult Services Division					
50011	Recovery System of Care	252,680	0	252,680	0.00
50012	Adult Residential Treatment Services	172,644	0	172,644	0.00
50016	Adult Services Management	2,335,070	0	2,335,070	9.00
50017	Adult Records and Administrative Services	7,305,179	1,573,048	8,878,227	44.00
50018	Adult Pretrial Release Services Program (PRSP)	3,092,596	0	3,092,596	21.00
50019	Adult Local Control Unit	0	154,570	154,570	1.00
50020	Adult Parole/Post Prison Violation Hearings	107,697	729,222	836,919	4.00
50021	Assessment and Referral Center	3,133,973	1,125,059	4,259,032	24.00
50022	HB3194 Justice Reinvestment	0	2,866,439	2,866,439	1.44
50023	Adult Field Supervision - West	2,410,856	2,739,001	5,149,857	28.56
50024	Adult Mental Health Unit - Supervision and Treatment	3,139,582	210,190	3,349,772	11.00
50025	Adult Sex Offense Supervision & Treatment	422,113	2,201,332	2,623,445	11.86
50026	Adult Domestic Violence Supervision	2,903,460	0	2,903,460	17.00
50027A	Adult Women & Family Services Unit	2,256,852	257,552	2,514,404	14.00
50027B	Pro-Social Recreation Programming	45,000	0	45,000	0.00
50028	Diane Wade Program	746,456	0	746,456	0.00
50029	Adult Electronic Monitoring	673,963	0	673,963	3.00
50030	Adult START Court Program	982,446	597,321	1,579,767	7.00
50031	Community Service	1,356,234	227,698	1,583,932	8.00
50032A	Adult Gang and African American Program	3,024,262	657,355	3,681,617	12.00
50032B	HEAT Unconditional Cash Stipend	100,000	0	100,000	0.00

Community Justice

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Prog. #	Program Name	FY 2024 General Fund	Other Funds	Total Cost	FTE
Adult Services Division (cont.)					
50033	Adult Field Supervision - East	2,183,668	2,460,199	4,643,867	23.50
50034	Assessment and Referral Center - Housing	3,442,301	1,672,120	5,114,421	3.00
50035	Flip the Script - Community Based Services and Support	561,180	0	561,180	0.00
50036	Adult Domestic Violence Deferred Sentencing	163,969	0	163,969	1.00
50037	Adult Sex Offense Reduced Supervision (SORS)	186,602	0	186,602	1.14
50038	STEP Court Program	5,500	927,652	933,152	3.00
50041	DCJ Stabilization and Readiness Program (SARP)	703,965	0	703,965	5.00
50045	Restoration of 2.00 FTEs Parole-Probation Officers: DV Unit & African American Program	307,413	0	307,413	2.00
Juvenile Services Division					
50050	Juvenile Services Management	2,131,527	14,307	2,145,834	8.00
50051A	Juvenile Records and Administrative Services	3,128,327	152,126	3,280,453	14.60
50051B	Juvenile Justice Center - Safety & Security	175,000	0	175,000	0.00
50052	Family Resolution Services (FRS)	644,551	1,141,423	1,785,974	9.00
50053	Courtyard Cafe and Catering	466,410	0	466,410	3.20
50054A	Juvenile Detention Services - 32 Beds	8,256,374	1,004,135	9,260,509	51.80
50054B	Juvenile Detention Services - 16 Beds	1,274,217	0	1,274,217	8.00
50055	Community Monitoring Program	31,839	477,002	508,841	0.00
50056	Juvenile Shelter & Residential Placements	277,091	476,900	753,991	0.00
50057	Juvenile Adjudication	1,305,800	0	1,305,800	8.00
50058	Juvenile Field Probation	2,233,021	815,667	3,048,688	18.00
50063	Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation	2,655,767	612,361	3,268,128	16.00
50065	Juvenile Community Healing Initiative (CHI)	1,421,917	1,055,500	2,477,417	0.00
50066	Juvenile Community Interface Services	1,086,181	215,137	1,301,318	8.00
50067	CHI Early Intervention & Prevention Services	441,714	224,079	665,793	0.00
Total Community Justice		\$87,324,472	\$25,118,373	\$112,442,845	460.10

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

Executive Summary

The Director's Office provides the Department of Community Justice (DCJ) with policy, program, and fiscal direction to achieve its mission of enhancing community safety and reducing criminal activity. DCJ provides services 24 hours a day with over 460 regular employees. This office provides leadership, communication, fiscal management, research and evaluation, and human resources management. This office also provides victim and survivor services, and coordinated the volunteer & intern program. The Director's Office serves an instrumental role in implementing critical County and Department initiatives such as the Workforce Equity Strategic Plan (WESP), trauma-informed practices, and restorative practices.

Program Description

The Director's Office monitors daily operations of an agency that provides supervision and treatment resources to youth, adults, and families to address community safety, including the underlying issues and problems that drive crime. This office ensures accountability and stewardship 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 change their behavior, restore their families and reintegrate into their community.

The Adult Services Division supervises about 7,500 probationers and post-prison 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 Resolution Services program provides services for at-risk families as they go through separation and divorce.

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 Victim and Survivor Services unit is responsible for advancing DCJ's long-term commitment to crime victims' rights and needs. 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. The Policy & Communication team ensures accurate and timely communication about policies and practices and manages strategic initiatives.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of adults supervised annually	7,590	7,500	7,500	7,500
Outcome	Percent of adults convicted of misdemeanor or felony within 1 year of supervision start date	4%	7%	7%	7%
Output	Number of juvenile criminal referrals received annually	524	600	600	600
Outcome	Percent of juvenile that had one or more subsequent criminal adjudication within 1 year post disposition	22%	35%	30%	30%

Performance Measures Descriptions

Measure 1: Number of adults supervised annually has gone down. There has been a decrease in felony population year over year due to a number of reasons including COVID-19 impacting the Courts and law enforcement, and the implementation of Ballot Measure 110, etc.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$2,893,864	\$0	\$2,488,492	\$0
Contractual Services	\$227,105	\$0	\$227,105	\$0
Materials & Supplies	\$101,278	\$0	\$89,565	\$0
Internal Services	\$5,267	\$0	\$8,616	\$0
Total GF/non-GF	\$3,227,514	\$0	\$2,813,778	\$0
Program Total:	\$3,227,514		\$2,813,778	
Program FTE	15.00	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 2023: 50000A DCJ Director's Office

Personnel Costs: In FY 2023, 2.00 FTE Project Manager positions were added. 1.00 FTE Program Communications Specialist moved from PO 50004 in the RAP program via internal budget modifications DCJ-006-23. In FY 2024, DCJ transferred 3.00 FTEs Contract Specialist Senior positions to PO 50001A Business Services. Eliminated 1.00 FTE Manager Senior Position.

\$150,000 was added to the Adopted Budget Contracts budget in FY 2023 for a Strategic Plan Development Consultant. That budget continues in FY 2024.

Department: Community Justice **Program Contact:** Jelese Jones
Program Offer Type: Support **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Business Services unit's strategic objectives are to provide quality financial services to ensure fiscal strength, accountability, and integrity to the Department of Community Justice (DCJ). Business Services provide efficient financial support services, strong stewardship through sound policies/practices, and continuous improvement for the benefit of DCJ's program and services, and the community. Racial equity as well as alignment with the department's Workforce Equity Strategic Plan (WESP) is a key focus in all our work.

Program Description

The Department of Community Justice (DCJ) is funded by a variety of Federal, State, local, and other grant sources. The program's primary responsibility is to integrate these resources to develop a balanced budget that meets Oregon Budget Law, County policies, and the accounting practices established by the County's Chief Financial Officer. Business Services ensures that DCJ's budget supports operations and aligns with the programs authorized by the Board of County Commissioners. This includes investments in culturally responsive and equitable services delivery.

Business Services includes budget development, analysis, and tracking of numerous revenue streams, accounts receivable, accounts payable, travel and training. The program has oversight over the DCJ's budget, grants, compliance monitoring, cash handling, and financial reporting. Business Services monitors the departmental spending throughout the budget cycle so that spending occurs within the designated authority limits.

The unit coordinates department procurement and contracting functions and ensures implementation and compliance with all County contracting and procurement policies. Collaborates with stakeholders to review Administrative Procedures, policies and the implementation of best practices; and participates in countywide teams including Finance Managers Forum, Fin Champs, Purchasing Advisory Council, and Purchasing Leaders Group.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of invoices paid in 30 days or less	79%	80%	80%	80%
Outcome	Percent spending within legal appropriation (total budget)	100%	100%	100%	100%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,481,969	\$0	\$2,209,226	\$0
Contractual Services	\$232,682	\$0	\$46,711	\$0
Materials & Supplies	\$27,385	\$0	\$39,598	\$0
Internal Services	\$489,527	\$0	\$416,563	\$0
Total GF/non-GF	\$2,231,563	\$0	\$2,712,098	\$0
Program Total:	\$2,231,563		\$2,712,098	
Program FTE	10.00	0.00	14.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,902,134	\$0	\$1,969,339	\$0
Total Revenue	\$1,902,134	\$0	\$1,969,339	\$0

Explanation of Revenues

County General Fund, plus \$1,978,176 of Department Indirect Revenue. Indirect rate is based on the FY 2024 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 2023: 50001 DCJ Business Services

Personnel Costs: Added new 1.00 FTE Finance Supervisor and transferred in 3.00 FTE Contract Specialist Senior positions from PO 50000, DCJ Director's Office.

Contractual Services: FY 2023 Internal Budget Modification DCJ-001 transferred \$185,471 of an additional 2% cost of living increase for contractors to various DCJ programs.

Department: Community Justice **Program Contact:** Rosa Garcia
Program Offer Type: Support **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Business Applications and Technology (BAT) team supports the implementation and use of information systems and other technology solutions. The program uses data reporting tools to increase the effectiveness of staff and improve service delivery to internal customers, public safety partners, and the individuals and families we serve.

Program Description

The BAT team provides oversight for evaluation, selection, purchase and implementation of effective, innovative technology solutions. The team provides technological support and administrative functions across DCJ's portfolio of over 25 different information systems, and collaborates with County Central IT, partner agencies, and private service providers to develop system-wide technology solutions for data sharing.

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. These efforts further DCJ's focus on reducing racial and ethnic disparities to improve equitable service delivery.

BAT contributes to countywide priorities by managing DCJ's participation in the Service Coordination Portal Engine (SCoPE) project, the Public Safety Assessment (PSA) project, and DCJ's Paperless Files project. SCoPE is a multi-departmental data sharing application and BAT's involvement includes maintaining user access, performing quarterly system audits, and other data steward activities. The PSA application is part of the Local Public Safety Coordinating Council's (LPSCC) efforts to reform the Pre-Trial system in Multnomah County.

As the number of employees working remotely has increased, the need for BAT services and support within DCJ has increased and demand for technology projects continues to grow.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of system innovations, upgrades and system replacements implemented	28	15	17	17
Outcome	Number of Technology Requests Completed	34	17	20	20
Outcome	Number of systems supported/administered	30	16	18	18

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$824,428	\$0	\$880,803	\$331,258
Contractual Services	\$57,861	\$304,196	\$57,861	\$0
Materials & Supplies	\$395,232	\$0	\$410,560	\$0
Internal Services	\$8,715,011	\$0	\$8,445,853	\$60,720
Total GF/non-GF	\$9,992,532	\$304,196	\$9,795,077	\$391,978
Program Total:	\$10,296,728		\$10,187,055	
Program FTE	5.00	0.00	5.00	1.50

Program Revenues				
Intergovernmental	\$0	\$304,196	\$0	\$391,978
Total Revenue	\$0	\$304,196	\$0	\$391,978

Explanation of Revenues

This program generates \$60,720 in indirect revenues. County General Fund plus \$364,793 a portion of the award from US Dept. of Justice, Office of Justice Programs, Office for Victims of Crime (OVC). County is awarded a total 3-year award of \$1M, award period 10/01/2021 - 09/30/2024 from OVC. Award is allocated between County Dept. of Community Justice (\$895,122) and the County District Attorney Office (\$104,878). The award funding supports expanding the functionality and usability of Multnomah County’s Case Companion public website reducing barriers for victims and survivors of crime as they navigate the complex criminal legal system. FY 2024 budget is a portion of the grantor approved budget of federal year 2 (10/01/2022-09/30/2023) and federal year 3 (10/01/2023-09/30/2024).

Significant Program Changes

Last Year this program was: FY 2023: 50002 DCJ Business Applications & Technology

Personnel Costs: In FY 2023, 1.00 FTE Digital Forensics Examiner position was transferred from PO 50026 Adult Domestic Violence Supervision in internal budget modifications DCJ-007-23. In order to meet our budget reductions for SB1145 funding, the Forensics Examiner position was reduced.

FY 2024: Added new 0.75 FTE Development Analyst Senior for Case Companion project and the Chair paid off the ERP Debt amount of the Information Services internal service reimbursement, a difference of \$739,447 for DCJ.

Department: Community Justice **Program Contact:** Rosa Garcia
Program Offer Type: Support **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

Victim and Survivor Services (VSS) 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. VSS 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 culturally responsive advocacy and support to people who have experienced harm.

Program Description

Services offered by VSS include:

Notifications: 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 an individual's 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 an individual is on supervision they can support the survivor through the entire system. Survivor safety is often in jeopardy after an individual is sentenced. DCJ Advocates are the only system-based advocates that can help them access community resources, safety plan, and provide support to the healing process.

Victim and Survivor Services Fund: This fund helps ease financial burdens survivors often face due to the victimization they experience 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: VSS 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of initial contacts with victims of adult and juvenile probation cases	3,291	2,000	2,000	2,000
Outcome	Monthly average victims of adult and juvenile crime served through victim advocacy	271	70	150	150
Output	Victim notifications provided to victims of adult and juvenile crime	861	N/A	585	585

Performance Measures Descriptions

**VSS experienced a data migration for notification services (the first and third measure) and it is believed numbers are inflated as a result. This is why the offer for FY24 may appear low. This offer is aligned with FY19-21 trends.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$950,692	\$47,179	\$1,078,085	\$92,302
Contractual Services	\$16,500	\$9,147	\$70,358	\$22,647
Materials & Supplies	\$8,360	\$342	\$10,860	\$342
Internal Services	\$325	\$7,252	\$0	\$16,919
Total GF/non-GF	\$975,877	\$63,920	\$1,159,303	\$132,210
Program Total:	\$1,039,797		\$1,291,513	
Program FTE	7.70	0.30	7.70	0.30

Program Revenues				
Intergovernmental	\$0	\$63,920	\$0	\$132,210
Total Revenue	\$0	\$63,920	\$0	\$132,210

Explanation of Revenues

This program generates \$16,919 in indirect revenues.

County General Fund plus \$132,210 a portion of the award from US Dept. of Justice, Office of Justice Programs, Office for Victims of Crime (OVC). County is awarded a total 3-year award of \$1M, award period 10/01/2021 - 09/30/2024 from OVC. Award is allocated between County Dept. of Community Justice (\$895,122) and the County District Attorney Office (\$104,878). The award funding supports expanding the functionality and usability of Multnomah County’s Case Companion public website reducing barriers for victims and survivors of crime as they navigate the complex criminal legal system. FY 2024 budget is a portion of the grantor approved budget of federal year 2 (10/01/2022-09/30/2023) and federal year 3 (10/01/2023-09/30/2024).

Significant Program Changes

Last Year this program was: FY 2023: 50003 DCJ Victim and Survivor Services

Department: Community Justice **Program Contact:** Rosa Garcia
Program Offer Type: New **Program Offer Stage:** Adopted
Related Programs: 50003A
Program Characteristics:

Executive Summary

Victim and Survivor Services (VSS) 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. VSS 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 culturally responsive advocacy and support to people who have experienced harm. In FY 2024, this program adds a new permanent 1.00 FTE Victim Advocate.

Program Description

In FY 2020, pre-pandemic monthly average population served through victim advocacy was 85 people. In FY 2021, the monthly average population served increased to 187, or an 120% increase in level of service. In FY 2022, the monthly average population served increased again to 271, or an 45% increase in level of service. Over the course of the last two FY budgets, the monthly average of population served increased by 165%, thus, this unit has experienced a steady increase in workload and number of survivors needing services. The increase in the number of victims/survivors needing services has overwhelmed advocates who do their best to be responsive to their extremely high caseloads. The increase in workload has caused difficulty in staff's ability to attend meetings/trainings that promote services that are equitable, trauma informed, and survivor led, as there is not enough time in the day to meet the immense needs of victims/survivors.

Generally, victims/survivors of crime are disproportionately young, low income, and people of color. In addition, the criminal legal system was not built with victims/survivors in mind, exacerbating the service disparity for this population. The pandemic increased barriers that crime victims/survivors experience and has had long lasting negative impacts on recovery that can be present for several years. Additionally, victim/survivor safety concerns often increase after a justice-involved individual is sentenced, and VSS is the only system based advocacy that aids in accessing community resources, safety planning, and support. While VSS serves victims/survivors of all crime types, a significant portion of victims/survivors are victims/survivors of domestic violence (DV), especially victims/survivors of color. DV victims/survivors of color face extra barriers, such as racism, in accessing housing and employment. When victims/survivors face barriers to self sufficiency, they often return to their abusers for support. Advocates help victims/survivors access resources to stabilize and increase self sufficiency. This is especially true for victims/survivors of color, as advocates can help navigate through a system of service delivery rooted in white supremacy, to help increase agency and options other than returning to their abuser for aid.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of successful contacts through advocacy	799	N/A	799	800
Outcome	Percent of 24 hour response rate	94%	N/A	85%	90%
Output	Monthly average of victims/survivors served through advocacy	271	70	271	150

Performance Measures Descriptions

Measure #1: 799 unique individuals served with 5,738 total contacts. Victim advocacy includes system navigation, safety planning, court accompaniment, emotional support, trauma education, access to client assistance funds, housing navigation, culturally specific advocacy and referrals, and resource referrals.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$108,277	\$0
Total GF/non-GF	\$0	\$0	\$108,277	\$0
Program Total:	\$0		\$108,277	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was:

Personnel Costs: In FY 2024, 1.00 FTE Victim Advocate has been added.

Department: Community Justice

Program Contact: Jenn Roark

Program Offer Type: Support

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:
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 performs evaluative services for the Adult Services Division (ASD), the Juvenile Services Division (JSD), and the Director's Office (DO). Using rigorous methodologies, RAP provides information that guides various stakeholders data driven decisions for operational decision-making, policy formulation, mandatory reporting, and quality assurance and improvement.

Program Description

The RAP unit supports the data and analysis needs of the three department divisions by performing culturally appropriate evaluations of programs that work with communities of color. In addition, RAP provides data that monitor race and ethnicity data to address practices that disproportionately impact Black, Indigenous, and/or People of Color (BIPOC) 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. Additionally, RAP develops qualitative research protocols for conducting program evaluations and for measuring fidelity of programs. This is an important practice for soliciting valuable feedback from staff, adults and youth on supervision, victims of crime/survivors of violence, and community partners regarding DCJ practices and needed quality improvements.

ASD: During FY 22, RAP surveyed adults under supervision to determine barriers to service and DCJ's level of procedural fairness. The results were used to identify technological barriers and racial disparities within procedural fairness. RAP worked on two nationally funded evaluations of the culturally specific HEAT programming and a National Institute of Justice gang pathways project. Both of which found deep racial disparities in how Black/African American men under supervision are received in the community. These results will move forward into the next year to create data driven culturally specific programming.

JSD: During FY 22, RAP validated the Detention Screening Instrument which demonstrated that the tool used to determine release in the community was valid, and did not promote racial/ethnic or gender disparities within detention release decisions.

DO: During FY 22, RAP performed a Telework Survey with staff, persons under supervision, and community partners. The Telework Survey guided the decision making of leadership and promoted relationship building with community partners.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of research and evaluation projects worked on by RAP	192	150	150	150
Outcome	Number of output and outcome measures analyzed for budgeting process	143	110	120	120

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,181,928	\$175,922	\$1,017,064	\$4,642
Contractual Services	\$2,000	\$7,870	\$3,500	\$1,297
Materials & Supplies	\$13,105	\$12,186	\$11,105	\$0
Internal Services	\$1,570	\$25,794	\$0	\$851
Total GF/non-GF	\$1,198,603	\$221,772	\$1,031,669	\$6,790
Program Total:	\$1,420,375		\$1,038,459	
Program FTE	7.76	0.85	6.50	0.00

Program Revenues				
Intergovernmental	\$0	\$221,772	\$0	\$6,790
Total Revenue	\$0	\$221,772	\$0	\$6,790

Explanation of Revenues

This program generates \$851 in indirect revenues.

County General Fund plus \$6,790 from City of Gresham directly funded from the US Bureau of Justice Assistance (BJA) FY 2020 Justice and Mental Health Collaboration Program: Embedding Clinicians in Law Enforcement Agencies. DCJ is a research partner with City of Gresham in the collaboration program. Grant award period is 10/01/2020 to 09/30/2023.

FY 2024 includes the last three months of the award.

Significant Program Changes

Last Year this program was: FY 2023: 50004A DCJ Research & Planning

Personnel Costs: 1.00 FTE Data Analyst position was reclassified to 1.00 FTE Program Communication Specialist position (Budget modifications DCJ-002-23) and moved to PO 50000 Communication Program (internal budget modification DCJ-006-23); .80 FTE Program Technician was reclassified to 1.00 FTE Research Evaluation Analyst 1 in budget modification DCJ-003-23.

For FY 2024, 0.50 FTE Data Analyst Senior position number has been cut due to the ending of the Washington County grant; 0.80 FTE Research Evaluation Scientist was eliminated; and reallocated Data Analyst position to general fund due to the ending of the BJA HEAT and WEB DuBios grants.

Department: Community Justice **Program Contact:** Patty Blanchard
Program Offer Type: Support **Program Offer Stage:** 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 the regular, on-call, and temporary employees. DCJ HR and training business partners 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 trains and provides employees with the tools needed to perform job duties and strengthen their performance.

Program Description

HR supports the department's 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's main areas of focus are:

- 1) Assess diverse organizational and customer (employee) needs to provide strategic direction as well as succession and workforce planning through active participation on management teams;
- 2) Consult with managers and employees as well as manage employee and labor relations issues, that include performance management, discipline and grievances, investigations, 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.
- 4) Developing leadership and employee training programs, including maintenance of parole-probation officer state certification records.

HR is also tasked with developing and implementing initiatives in partnership with Central Human Resources and Labor Relations, and plays an important role in the implementation of goals and activities in the Workforce Equity Strategic Plan (WESP). Most recently, they have been integral in helping DCJ adjust to the County's Future of Work initiative.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of regular employees supported per day	492	490	485	485
Outcome	Percent of People of Color applying for open positions (who disclose diversity)	53%	48%	52%	52%
Outcome	Total number of temps/on calls supported	74	130	100	100

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,958,392	\$0	\$2,059,037	\$0
Contractual Services	\$89,211	\$0	\$80,374	\$0
Materials & Supplies	\$19,252	\$0	\$19,462	\$0
Internal Services	\$50	\$0	\$0	\$0
Total GF/non-GF	\$2,066,905	\$0	\$2,158,873	\$0
Program Total:	\$2,066,905		\$2,158,873	
Program FTE	12.00	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 2023: 50005 DCJ Human Resources

Department: Community Justice

Program Contact: Jay Scroggin

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:
Executive Summary

Providing adults with alcohol and substance abuse treatment along with wraparound services is an effective strategy to reduce re-offense, especially for individuals classified as high risk. This includes intensive alcohol and substance abuse outpatient treatment, which addresses major criminogenic 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 Description

This program offer supports a recovery system of care which includes comprehensive recovery support, including stable and substance 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 substance abuse treatment services are provided through contracts with non-profit providers who are also equipped to respond to culturally-specific needs and address criminogenic risk factors. Several providers offer culturally and gender responsive services.

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 criminogenic risk factors such as antisocial thoughts, attitudes, antisocial peers, impulsivity, poor problem solving skills and anger management. Effective interventions for adults under supervision should integrate addictions treatment with cognitive behavioral strategies to address criminogenic factors. Without treatment, individuals are more likely to re-offend and/or to occupy costly jail beds.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of individuals that received DCJ funded treatment	899	850	900	900
Outcome	Percent of individuals convicted of a misdemeanor or felony within 1 year of treatment admission date	7%	8%	8%	8%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$71,839	\$159,380	\$251,106	\$0
Materials & Supplies	\$1,574	\$0	\$1,574	\$0
Total GF/non-GF	\$73,413	\$159,380	\$252,680	\$0
Program Total:	\$232,793		\$252,680	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$159,380	\$0	\$0
Total Revenue	\$0	\$159,380	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2023: 50011 Recovery System of Care

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

Executive Summary

Residential treatment is an essential part of the alcohol and substance abuse 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 Description

This program offer supports residential alcohol and substance abuse 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 men 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., adults convicted of sex crimes, east county property offenses). Several providers offer culturally and gender responsive treatment services. These programs also provide residential alcohol and substance abuse 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 criminogenic. These programs use evidence-based practices to address addiction, mental and behavioral 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 alcohol and substance abuse treatment is cost effective in reducing the risk factors associated with addiction and bringing about cost savings associated with health care, crime and incarceration. NIDA also reports that gender responsive programs may be more effective for adult women, especially those with trauma and abuse in their background (2006).

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of males participating in treatment	156	100	150	150
Outcome	Percent of males convicted of a misdemeanor or felony within 1 year of treatment admission date	7%	15%	10%	10%
Output	Number of females participating in treatment	26	30	30	30
Outcome	Percent of females convicted of a misdemeanor or felony within 1 year of treatment admission date	7%	15%	10%	10%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$103,912	\$77,786	\$172,644	\$0
Total GF/non-GF	\$103,912	\$77,786	\$172,644	\$0
Program Total:	\$181,698		\$172,644	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$77,786	\$0	\$0
Total Revenue	\$0	\$77,786	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2023: 50012 Adult Residential Treatment Services

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

Executive Summary

The Department of Community Justice (DCJ) Adult Services Management (ASM) provides leadership and direction for the supervision of approximately 7,500 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 Description

Adult Services Division (ASD) leadership is 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 (LPSCC), Criminal Justice Advisory Council (CJAC), Oregon Association of Community Corrections Directors (OACCD), 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 developing case plans that reduce risk to reoffend. Rapport and relationship building, along with structured directions, are key factors to reducing recidivism and part of core correctional practices.

ASD maintains evidence-based practices including specialized assessment tools and cognitive behavioral intervention programming. We utilize case management strategies that provide individuals the opportunity to change by addressing factors that research has shown to reduce criminal behavior. We work with DCJ's Research and Planning unit to track and analyze race and ethnicity data to identify where systemic racism is harming individuals and preventing them from successfully engaging with supervision and services, and are committed to intervening and redressing those harms using the tools available to us. In recent years, we have implemented trauma-informed practices and incorporated brain science into our practices. We will continue to focus on identifying and implementing more culturally responsive strategies in this area.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of adults supervised annually	7,590	7,500	7,500	7,500
Outcome	Percent of adults convicted of misdemeanor or felony within 1 year of supervision start date	4%	7%	5%	5%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,618,378	\$0	\$1,880,166	\$0
Contractual Services	\$87,202	\$5,646	\$93,927	\$0
Materials & Supplies	\$222,614	\$0	\$240,923	\$0
Internal Services	\$134,892	\$0	\$120,054	\$0
Total GF/non-GF	\$2,063,086	\$5,646	\$2,335,070	\$0
Program Total:	\$2,068,732		\$2,335,070	
Program FTE	8.00	0.00	9.00	0.00

Program Revenues				
Intergovernmental	\$0	\$5,646	\$0	\$0
Other / Miscellaneous	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$5,646	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2023: 50016A Adult Services Management

Personnel Costs: 1.00 FTE Parole-Probation Officer has been transferred from PO 50033 Adult Field Supervision - East MTEA program in internal budget modifications DCJ-003-23.

Department: Community Justice **Program Contact:** Jamie Tynan
Program Offer Type: Support **Program Offer Stage:** 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. 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 Description

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: Maintaining highly confidential records and crime data in the statewide Correction Information System (CIS), Law Enforcement Data System (LEDS) and internal service tracking systems; Maintaining files for all active and discharged individuals; providing reception coverage, including responding to inquiries from the public; distributing mail and ordering supplies; coordinating other functional and administrative services.

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 Board of Parole, other community corrections agencies, and community partners to ensure compliance with legal documents of supervision. This team has been instrumental in transitioning ASD to electronic record-keeping.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of work items processed by the unit	16,680	35,000	22,608	35,000
Outcome	Average Processing Time (days)	2.4	4	3	4
Output	Number of check-ins at a reception desk	19,361	105,000	69,190	70,000

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$4,108,043	\$1,343,050	\$3,823,633	\$1,329,373
Contractual Services	\$73,204	\$0	\$67,090	\$0
Materials & Supplies	\$185,973	\$0	\$209,964	\$0
Internal Services	\$2,794,007	\$206,426	\$3,204,492	\$243,675
Total GF/non-GF	\$7,161,227	\$1,549,476	\$7,305,179	\$1,573,048
Program Total:	\$8,710,703		\$8,878,227	
Program FTE	38.00	13.00	32.00	12.00

Program Revenues				
Intergovernmental	\$0	\$1,549,476	\$0	\$1,573,048
Total Revenue	\$0	\$1,549,476	\$0	\$1,573,048

Explanation of Revenues

This program generates \$243,675 in indirect revenues.

County General Fund plus \$1,573,048 which is a portion of Grant in Aid SB1145 funding from State Department of Corrections allocation to Multnomah County per the 2023-2025 Governor's Budget. Funding provides support to county community corrections programs for individuals on parole, probation and post-prison supervision meeting the requirements as authorized by ORS 423.475 to 423.565. FY 2024 budget is 49% allocation for the 1st year of 2023-2025 Governor's Biennium Budget.

Significant Program Changes

Last Year this program was: FY 2023: 50017A Adult Records and Administrative Services

FY 2023 Personnel Costs: 1.00 FTE Correction Technician transferred to PO 50023 Adult Field Supervision- West in budget modification DCJ-005-23. 1.00 FTE Program Specialist position in Mead Support transferred to the East Support via internal budget modification DCJ-007-23 within the same program offer.

FY 2024 Personnel Costs: Total of 6.00 FTEs (4.00 FTEs Records Technician and 2.00 FTEs Records Coordinator) have been eliminated in FY 2024 in order to meet our budget reductions for both general fund and SB1145 funding. One position in general fund and 5 positions in SB1145 funding.

Department: Community Justice **Program Contact:** Lisa Lewis
Program Offer Type: Existing **Program Offer Stage:** 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 resources to be reserved for higher risk adults by using the Presiding Judges Order and a validated risk instrument to assess a defendant's probability to appear in court or reoffend and to determine release eligibility.

Program Description

The Recog unit is a 24/7 program housed at the Multnomah County Detention Center. Recog staff have the knowledge, expertise, and tools necessary to make preliminary release decisions, which are based on the guidelines in the current Presiding Judge's Order for pretrial release. The program reviews the charges using the Presiding Judges Release Guidelines Order for Overriding Circumstances, which in turn provides a comprehensive and objective system for release decisions. Recog staff also conduct an evidence-based pretrial risk assessment on defendants who have a pending Multnomah County charge, which is meant to assist with decision-making regarding a defendant's conditions of release. Additionally, the Recog unit serves as a 24-hour link between law enforcement agencies and Parole-Probation Officers (PPO) by coordinating the process of holding parole and probation violators in jail and providing after-hours information on high risk individuals who are on electronic monitoring.

The primary mission of the PSP unit is 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. When the defendant is released under PSP monitoring, the assigned case manager monitors the defendant's behavior and actions, which is then reported to the Court.

The Recog and PSP units have a significant role in the MacArthur Safety and Justice Challenge, which is currently creating strategies that address the main drivers leading people to be placed in local jail, including release practices that have a disparate impact on Black, Indigenous and/or People of Color (BIPOC), low-income communities, and people struggling with behavioral health and substance abuse issues. These units are working actively with the MacArthur foundation to implement release programming that provide evidence-based actuarial release recommendations.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of recog cases processed annually	12,933	12,000	13,500	13,500
Outcome	Percent of recog cases interviewed	53%	50%	60%	60%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$2,708,464	\$0	\$2,947,035	\$0
Contractual Services	\$10,842	\$0	\$10,842	\$0
Materials & Supplies	\$14,810	\$0	\$16,310	\$0
Internal Services	\$107,982	\$0	\$118,409	\$0
Total GF/non-GF	\$2,842,098	\$0	\$3,092,596	\$0
Program Total:	\$2,842,098		\$3,092,596	
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 2023: 50018 Adult Pretrial Release Services Program (PRSP)

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$114,656	\$0	\$121,478
Contractual Services	\$0	\$1,448	\$0	\$1,448
Internal Services	\$0	\$31,585	\$0	\$31,644
Total GF/non-GF	\$0	\$147,689	\$0	\$154,570
Program Total:	\$147,689		\$154,570	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$147,689	\$0	\$154,570
Total Revenue	\$0	\$147,689	\$0	\$154,570

Explanation of Revenues

This program generates \$22,267 in indirect revenues.

County General Fund plus \$154,570, which is a portion of Grant in Aid SB1145 funding from State Department of Corrections allocation to Multnomah County per the 2023-2025 Governor's Budget. Funding provides support to county community corrections programs for individuals on parole, probation and post-prison supervision meeting the requirements as authorized by ORS 423.475 to 423.565. FY 2024 budget is 49% allocation for the 1st year of 2023-2025 Governor's Biennium Budget.

Significant Program Changes

Last Year this program was: FY 2023: 50019 Adult Local Control Release Unit

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$289,221	\$670,681	\$104,539	\$587,910
Contractual Services	\$0	\$2,000	\$0	\$2,000
Materials & Supplies	\$3,158	\$0	\$3,158	\$0
Internal Services	\$1,100	\$103,084	\$0	\$139,312
Total GF/non-GF	\$293,479	\$775,765	\$107,697	\$729,222
Program Total:	\$1,069,244		\$836,919	
Program FTE	2.00	4.00	0.55	3.45

Program Revenues				
Intergovernmental	\$0	\$775,765	\$0	\$729,222
Total Revenue	\$0	\$775,765	\$0	\$729,222

Explanation of Revenues

This program generates \$139,312 in indirect revenues.
 County General Fund plus:

1) \$678,962 portion of Grant in Aid SB1145 funding from State Department of Corrections allocation to Multnomah County per the 2023-2025 Governor's Budget. Funding provides support to county community corrections programs for individuals on parole, probation and post-prison supervision meeting the requirements as authorized by ORS 423.475 to 423.565. FY 2024 budget is 49% allocation for the 1st year of 2023-2025 Governor's Budget. 2) \$50,260, an Intergovernmental Agreement (IGA) between Oregon Board of Parole & Post-Prison Supervision and the Multnomah County. The IGA shall not exceed a maximum amount of \$149,000 for services beginning 11/01/2021 to support at least one certified Hearings Officer for conducting all parole and post-prison supervision violation hearings arising within the jurisdiction in accordance with OAR 255-075 and ORS 144.106-109, ORS 144.341, ORS 144.343-370. FY 2024 budget is per signed IGA dated 03/29/2022 stating that payments for services shall be made on even numbered years in one full payment of \$50,260.30.

Significant Program Changes

Last Year this program was: FY 2023: 50020 Adult Parole/Post Prison Violation Hearings

Personnel Costs: Total of 2.00 FTEs have been eliminated in FY 2024 in order to meet our budget reductions for the SB1145 funding. 1.00 FTE Corrections Technician and 1.00 FTE Parole-Probation Officer were eliminated in FY 2024.

Program FTE (Other Funds) -0.55 FTE transferred to General Fund.

Department: Community Justice **Program Contact:** Lonnie Nettles
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics: Backfill State/Federal/Grant

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 (HAT) ensures interventions addressing criminogenic factors and social determinants of health are delivered effectively.

Program Description

Assessment and Referral Center (ARC) staff meet with individuals 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, culturally responsive 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. This includes housing, health assessments, treatment access, case coordination, and family engagement.

The centralization of DCJ's intake process and pre-release field investigations in a team committed to trauma-informed practices helps to ensure an equitable process for individuals who are placed on community supervision.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of probation and post prison intakes completed	1,345	1,500	1,800	1,800
Outcome	Percent of individuals that are not revoked during the first thirty days from their release from prison	98%	97%	97%	97%
Outcome	Percent of individuals who report as ordered during the first thirty days from their release from prison	97%	95%	95%	95%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$3,046,830	\$724,524	\$2,719,569	\$950,781
Contractual Services	\$228,622	\$79,200	\$282,822	\$0
Materials & Supplies	\$6,397	\$31,430	\$6,397	\$0
Internal Services	\$114,635	\$111,358	\$125,185	\$174,278
Total GF/non-GF	\$3,396,484	\$946,512	\$3,133,973	\$1,125,059
Program Total:	\$4,342,996		\$4,259,032	
Program FTE	21.48	4.52	18.48	5.52

Program Revenues				
Intergovernmental	\$0	\$946,512	\$0	\$1,125,059
Total Revenue	\$0	\$946,512	\$0	\$1,125,059

Explanation of Revenues

This program generates \$174,278 in indirect revenues.

County General Fund plus \$1,125,059 which is a portion of Grant in Aid SB1145 funding from State Department of Corrections allocation to Multnomah County per the 2023-2025 Governor's Budget. Funding provides support to county community corrections programs for individuals on parole, probation and post-prison supervision meeting the requirements as authorized by ORS 423.475 to 423.565. FY 2024 budget is 49% allocation for the 1st year of 2023-2025 Governor's Biennium Budget.

Significant Program Changes

Last Year this program was: FY 2023: 50021 Assessment and Referral Center

1.00 FTE Sworn Community Justice Manager was transferred from PO 50027 into the Other Funds.

FY 2024 Personnel Costs: Total of 3.00 FTEs have been eliminated in order to meet our budget reductions for the SB1145 funding. 1.00 FTE Parole-Probation Officer, 1.00 FTE Corrections Counselor, and 1.00 FTE Corrections Technician.

The Indigent Crisis Fund for probation/parole individuals was cut for FY 2024 (\$25,000)

Department: Community Justice **Program Contact:** Jamie Tynan
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

Multnomah County Justice Reinvestment (MCJRP) is a direct result of House Bill 3194, Oregon's version of a nationwide initiative that seeks to reduce prison growth while improving public safety. Locally, this was accomplished by reducing spending on prison in order to reinvest savings in evidence-based strategies at the county level. The program is designed to assess individuals prior to sentencing, and provide a continuum of community-based services, programs, and sanctions. This decreases 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 Description

The District Attorney's Office identifies individuals facing a prison term based on established eligibility requirements. MCJRP funding is allocated as follows:

- Multnomah County Sheriff's Office expedites assessments in jail
- The court and the defense assist with case coordination and scheduling
- A deputy district attorney facilitates eligibility determination and case management
- DCJ employees carry out the program (assessment, report writing, and supervision)
- 10% of funding goes to community-based non-profits 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 individuals 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, including culturally responsive services. This program offer also supports the ongoing Reentry Enhancement Coordination program and Short Term Transitional Leave (STTL). Both are evidence-based addictions treatment programs for people leaving prison, which includes treatment, housing, mentoring, parenting, and employment assistance.

For 2023-2025 biennium, in addition to the Formula Grant, MCJRP is seeking continued Supplemental Grant through the Criminal Justice Commission (CJC), which addresses special populations and second sentence programs, and additional full or partial positions to include a Deputy District Attorney, a District Attorney, Research Analyst, Metro Public Defender Case Manager and the Multnomah Defenders Inc.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of adults supervised annually	478	650	450	450
Outcome	Percent of adults who are not revoked within 1 year of supervision start date	94%	90%	90%	90%
Outcome	Percent of adults who are NOT convicted of a misdemeanor or felony within 1 year of supervision start	93%	95%	90%	90%
Outcome	Number of MCJRP Assessments performed annually	413	450	530	530

Performance Measures Descriptions

The number of adults supervised annually has dramatically dropped due to a court backlog and defense attorney shortage. The MCJRP Operations teams is working to reduce the backlog and continue redesigning the process as we emerge from the COVID-19 pandemic.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$648,323	\$0	\$670,632
Contractual Services	\$0	\$2,261,558	\$0	\$2,128,545
Materials & Supplies	\$0	\$691	\$0	\$199
Internal Services	\$0	\$64,831	\$0	\$67,063
Total GF/non-GF	\$0	\$2,975,403	\$0	\$2,866,439
Program Total:	\$2,975,403		\$2,866,439	
Program FTE	0.00	3.44	0.00	1.44

Program Revenues				
Intergovernmental	\$0	\$2,975,403	\$0	\$2,689,995
Beginning Working Capital	\$0	\$0	\$0	\$176,444
Total Revenue	\$0	\$2,975,403	\$0	\$2,866,439

Explanation of Revenues

This program generates \$67,063 in indirect revenues.

Total funding of \$2,866,439 from Oregon Criminal Justice Commission, Justice Reinvestment Initiative funding per the 2023-2025 Governor's Budget. Funding provides assistance in reducing recidivism, decreasing prison use, saving prison costs, protecting the public and holding individuals accountable. FY 2024 budget is 49% allocation for the 1st year of 2023-2025 Governor's Biennium Budget.

Significant Program Changes

Last Year this program was: FY 2023: 50022 HB3194 Justice Reinvestment

FY 2024 Personnel Costs: Total of 2.00 FTEs have been eliminated in FY 2024 in order to meet our budget reductions for SB1145 funding. 2.00 FTEs Parole and Probation Officer positions from the HB3194 Justice Reinvestment program.

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

Executive Summary

The 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 statewide average. The Reduced Supervision model takes care not to bring individuals who are low risk deeper into the criminal justice system, provides minimal supervision, and encourages increased self-sufficiency.

Program Description

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 women’s social and psychological needs in mind. The PSC provides a quick, objective, validated assessment of the probability an individual will be re-convicted of a felony or re-arrested for a person or property offense based on specific characteristics.

DCJ uses 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 and skill building for high risk individuals. PPOs also integrate trauma-informed, culturally responsive practices and brain science into their daily work and utilize data to track disparities.

PPOs reinforce law-abiding behavior and link clients to treatment, employment and other services. Supervision is conducted through: a) home and office visits; b) contacts with family; c) correspondence with community members and treatment providers; and d) collaboration with law enforcement agencies.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of high risk adults supervised annually in West Program	1,290	1,500	1,500	1,500
Outcome	Percent of adults who are NOT revoked within 1 year of supervision start date	3%	5%	5%	5%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$2,668,364	\$2,229,117	\$2,363,791	\$2,336,601
Contractual Services	\$22,318	\$29,900	\$46,568	\$5,648
Materials & Supplies	\$497	\$0	\$497	\$0
Internal Services	\$0	\$342,616	\$0	\$396,752
Total GF/non-GF	\$2,691,179	\$2,601,633	\$2,410,856	\$2,739,001
Program Total:	\$5,292,812		\$5,149,857	
Program FTE	16.02	14.54	14.02	14.54

Program Revenues				
Intergovernmental	\$258,451	\$2,601,633	\$0	\$2,739,001
Other / Miscellaneous	\$0	\$0	\$258,451	\$0
Total Revenue	\$258,451	\$2,601,633	\$258,451	\$2,739,001

Explanation of Revenues

This program generates \$396,752 in indirect revenues. County General Fund (CGF) includes \$258,451 deposited into the CGF from the OR Dept of Corrections (DOC) Criminal Fine Account as required by HB5029 for planning, operating and maintaining county juvenile and adult corrections programs and facilities and drug and alcohol programs. DOC uses the Grant in Aid Program allocation distribution formula among thirty-six counties under ORS 423.530. Multnomah County funding is shared between DCJ (60%) and MCSO (40%). FY 2024 budget is per FY 2023 actual. DOC also allocates Grant in Aid (SB1145) and Measure 57 Supplemental Fund (M57) to Multnomah County per the 2023-2025 Governor's Budget. FY 2024 for SB1145 and M57 are 49% allocation for the 1st year of 2023-25 biennium budget: 1) \$2,085,043 portion of SB1145 supports supervision of individuals on parole, probation and post-prison supervision meeting the requirements as authorized by ORS 423.475 to 423.565. 2) \$653,958 portion of M57 supports individuals on active supervision convicted of specified drug and property crimes pertaining to M57 and have a substance abuse disorder.

Significant Program Changes

Last Year this program was: FY 2023: 50023 Adult Field Supervision - West

Personnel Costs: Transferred in 1.00 FTE Correction Technician from PO 50017 in budget modifications DCJ-005-23.

Total of 3.00 FTEs have been eliminated in FY 2024 in order to meet our budget reductions for SB1145 funding. 2.00 FTEs Parole-Probation Officer positions and 1.00 FTE Sworn Community Justice Manager position in FY 2024.

Department: Community Justice **Program Contact:** Lonnie Nettles

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

Related Programs:
Program Characteristics:
Executive Summary

The Mental Health Unit (MHU) provides probation, parole, and post-prison supervision services for 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 Multnomah County 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 Bureau, treatment providers, and community groups that work with this population.

Program Description

MHU works to decrease the likelihood that individuals with severe behavioral health issues will be incarcerated or hospitalized. MHU increases community safety and minimizes individual contact with the criminal justice system with targeted community-based treatment and case management coupled 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 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 connect them to long term care in the community.

The Mental Health Unit has been conducting enhanced community outreach since May 2021 in an effort to reach justice-involved individuals who are experiencing homelessness. Their outreach van recorded over 4000 contacts with individuals in 2022.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of adults served annually	495	500	500	500
Outcome	Percent of adults convicted of misdemeanor or felony within 1 year of supervision start date	10%	7%	7%	7%

Performance Measures Descriptions

The COVID-19 pandemic impacted the justice system by slowing Court processes. DCJ is experiencing the backlog of court cases, and as resolved, more individuals are being placed on probation. The pandemic increased pressure on the scarce housing supply and DCJ has seen the percentage of individuals supervised by the MHU who are homeless climb considerably. Community based mental health and substance abuse resources have also been less available.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,731,833	\$0	\$1,795,700	\$0
Contractual Services	\$1,278,053	\$200,181	\$1,343,882	\$210,190
Materials & Supplies	\$0	\$59,670	\$0	\$0
Total GF/non-GF	\$3,009,886	\$259,851	\$3,139,582	\$210,190
Program Total:	\$3,269,737		\$3,349,772	
Program FTE	11.00	0.00	11.00	0.00

Program Revenues				
Intergovernmental	\$0	\$259,851	\$0	\$210,190
Total Revenue	\$0	\$259,851	\$0	\$210,190

Explanation of Revenues

County General Fund plus \$210,190 from Oregon Criminal Justice Commission (CJC), Specialty Courts Grant Program. Funding supports Multnomah County Mental Health Court for individuals struggling with substance use disorder recidivism through outcomes by way of interdisciplinary team collaboration, court directed treatment, and compliance. FY 2024 budget assumes the same FY 2023 funding from OR CJC with modification on County's FY 2023 current service level.

Significant Program Changes

Last Year this program was: FY 2023: 50024 Adult Mental Health Unit - Supervision and Treatment

The cost of licensing for the SPROKIT program was cut for FY 2024 (\$59,670)

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$121,896	\$1,638,890	\$128,343	\$1,831,388
Contractual Services	\$349,278	\$2,500	\$293,770	\$26,750
Materials & Supplies	\$0	\$7,500	\$0	\$7,500
Internal Services	\$0	\$251,899	\$0	\$335,694
Total GF/non-GF	\$471,174	\$1,900,789	\$422,113	\$2,201,332
Program Total:	\$2,371,963		\$2,623,445	
Program FTE	0.60	10.40	0.60	11.26

Program Revenues				
Intergovernmental	\$0	\$1,900,789	\$0	\$2,201,332
Total Revenue	\$0	\$1,900,789	\$0	\$2,201,332

Explanation of Revenues

This program generates \$335,694 in indirect revenues.

County General Fund plus two funding's from OR Department of Corrections (DOC) allocated to Multnomah County per the 2023-2025 Governor's Budget:

- 1) \$2,165,780, portion of Grant in Aid SB1145 funding from DOC allocation to Multnomah County per the 2023-2025 Governor's Budget. Funding provides support to county community corrections programs for individuals on parole, probation and post-prison supervision meeting the requirements as authorized by ORS 423.475 to 423.5652. FY 2024 budget is 49% allocation for the 1st year of 2023-2025 Governor's Biennium Budget.
- 2) \$35,552 DOC Sexually Violent Dangerous Offender (SVDO). Funding provides intensive supervision to individuals with specially designated sex offenses in accordance with ORS 144.635. County bills the state on actual number of individuals served on a set daily rate. FY 2024 budget is the projection of six (6) percent billing rate increase of biennium 2021-2023 billing rate.

Significant Program Changes

Last Year this program was: FY 2023: 50025 Adult Sex Offense Supervision & Treatment

Personnel Costs: Transferred 0.86 FTE of the other funds (SB1145 grant funding) from PO 50037. Eliminated \$52,500 in contracts in order to meet our budget reductions for SB1145 funding.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,109,349	\$2,069,829	\$2,794,073	\$0
Contractual Services	\$0	\$100,607	\$107,157	\$0
Materials & Supplies	\$2,230	\$0	\$2,230	\$0
Internal Services	\$0	\$315,266	\$0	\$0
Total GF/non-GF	\$1,111,579	\$2,485,702	\$2,903,460	\$0
Program Total:	\$3,597,281		\$2,903,460	
Program FTE	7.40	12.60	17.00	0.00

Program Revenues				
Intergovernmental	\$0	\$2,485,702	\$0	\$0
Total Revenue	\$0	\$2,485,702	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2023: 50026 Adult Domestic Violence Supervision

Personnel Costs: During FY 2023, 1.00 FTE Digital Forensics Examiner was transferred to PO 50002 in budget modification #DCJ-007-23.

FY 2024 Personnel Costs: Total of 2.00 FTEs have been eliminated in FY 2024 in order to meet our budget reductions for both general fund and SB1145 funding, 1 position were reduced from each funding source. Eliminated 2.00 FTEs Parole-Probation Officer positions. The indirect costs for FY 2024 shifted to other programs as the funding sources moved from DOC grant revenues to general fund.

Department: Community Justice **Program Contact:** Lonnie Nettles
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Women & Family Services Unit (WFSU) supervises adults who identify as female. A number of these individuals are pregnant women, parenting young children, and/or have children involved in the juvenile justice system. By collaborating with community partners, including the Juvenile Services Division (JSD), WFSU protects children, strengthens families, and works to break the intergenerational transmission of criminogenic factors.

Program Description

Women & Family Services Unit (WFSU) approaches supervision through a multi-disciplinary collaborative effort and gender responsive programming, which includes Community Health Specialists (CHS), who work closely with staff from Child Welfare, Self Sufficiency, Health Services, the Juvenile Services Division, and mental health agencies for case planning, resource allocation, and efficient service delivery to address dynamics that place an entire family at risk. Utilizing the Women’s Risk Needs Assessment (WRNA), each individual is assessed for their risk and need areas, which allows WFSU staff to match risk and need with appropriate interventions, treatment, and gender responsive service referrals. WFSU’s intensive wraparound approach equips justice-involved women with skills and resources that strengthen families and successfully defrays long-term costs associated with inter-generational criminal activity. FY22, this program served nearly half of Black, Indigenous and/or People of Color (BIPOC) women under supervision.

Embedded within this program, is the House Bill 3503 Family Sentencing Alternative Pilot (FSAP) Program, which diverts qualified 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. WFSU has two staff dedicated to working with the Department of Human Services and clients who are either pregnant, parenting, or attempting to parent their children to maintain or regain parental rights. The intent of this program is to promote reunification of families through wraparound services that focus on phases of parenting (full, partial, or no custody) and to prevent children from entering the foster care system.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of adults served annually	638	800	550	550
Outcome	Percent of adults convicted of a misdemeanor or felony within 1 year of supervision start date	4%	7%	7%	7%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$2,870,260	\$333,727	\$2,011,877	\$169,620
Contractual Services	\$41,385	\$71,980	\$41,385	\$56,841
Materials & Supplies	\$7,684	\$0	\$6,904	\$0
Internal Services	\$170,940	\$51,294	\$196,686	\$31,091
Total GF/non-GF	\$3,090,269	\$457,001	\$2,256,852	\$257,552
Program Total:	\$3,547,270		\$2,514,404	
Program FTE	20.00	2.00	13.00	1.00

Program Revenues				
Intergovernmental	\$0	\$457,001	\$213,905	\$257,552
Total Revenue	\$0	\$457,001	\$213,905	\$257,552

Explanation of Revenues

This program generates \$31,091 in indirect revenues.

County General Fund plus:

- 1) \$257,552 OR Department of Corrections HB3503 Family Sentencing Alternative Program. Funding promotes family reunification, preventing children from entering foster care, and holding individuals accountable. Current IGA 06/30/2023. FY 2024 budget is per FY 2023 award.
- 2) \$256,114 National Institute of Corrections/BOP/USDOJ. Funding supports the personnel costs, indirect costs, and travel expenses of one full time (1.0FTE) DCJ Sworn Community Justice Manager (CJM). The award amount of \$118,355 from 10/01/2022 – 09/30/2024 only pertains to annual base salary. DCJ will request a contract amendment from the grantor to increase the current award amount to cover the full amount of reimbursable expenses. BOP is an abbreviation for the Federal Bureau of Prisons.

Significant Program Changes

Last Year this program was: FY 2023: 50027 Adult Women & Family Services Unit

Personnel Costs: Total of 8.00 FTEs have been eliminated in FY 2024. In order to meet our budget reductions for both general fund and SB1145 funding, 4 positions were reduced from each funding source.

8.00 FTEs were eliminated: 1.00 FTE Sworn Community Justice Manager, 5.00 FTEs Parole-Probation Office positions, and 2.00 FTEs Community Health Specialist 2 positions.

Department: Community Justice **Program Contact:** Lonnie Nettles
Program Offer Type: New **Program Offer Stage:** Adopted
Related Programs: 50027
Program Characteristics: One-Time-Only Request

Executive Summary

Recreational activities are a proven method to invest in the well-being of a child's development by supporting their physical, mental, and emotional health. Pro social, community based activities are an upstream investment known to deter delinquent and criminal behavior.

Program Description

This program would work with a provider that offers recreational programming in East County, spanning the cities of Fairview, Wood Village, and Gresham. They would have substantial experience running classes, camps, and activities for youth. Programs are offered year-round as well as during school breaks such as winter break and spring break. This investment will provide pro-social community-based programming to children of individuals on supervision with DCJ. Programming can include sports, music, dance, outdoor activities, and others. Activities such as these contribute to the development of cognitive skills, including problem-solving, decision-making, and creativity. Furthermore, participating in group activities fosters social interactions, teamwork, and communication skills, promoting healthy relationships and emotional well-being. This model aligns with DCJ's efforts to build supportive community capacity for families involved with the justice system.

The provider would partner with local SUN schools and help identify and acquire instructors to support their programs on a year-round basis. Through this partnership, we split the cost of the instructor allowing for the SUN agency to redirect funds to other areas to better serve their families.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average monthly number of children provided with prosocial community based programming	NA	NA	NA	60
Outcome	NA	NA	NA	NA	NA

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$45,000	\$0
Total GF/non-GF	\$0	\$0	\$45,000	\$0
Program Total:	\$0		\$45,000	
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:

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

Executive Summary

The Diane Wade Program (formerly the Diane Wade House) is a culturally and gender responsive transitional housing program for Black and African American women on probation and also those transitioning from a correctional facility and returning to Multnomah County under supervision by the Department of Community Justice Adult Services Division (ASD). Wraparound and stabilization services include secured housing, resource referrals for co-occurring disorders (substance abuse and/or behavioral health), family reunification, and cultural responsiveness and empowerment.

Program Description

The Diane Wade Program was developed in response to the lack of appropriate and responsive intervention, sanction, and stabilization options for women experiencing mild behavioral health issues, particularly Black and African American women who experience disproportionately higher rates of incarceration.

This program was launched in 2020 with grant funds from The MacArthur Foundation. Ongoing County funding was provided in FY 2021 to the Department of Community Justice (DCJ) to continue this important program. Throughout FY 2021 DCJ worked with providers and the Community Advisory Board to assess changes that should be made to the services and size and structure of the home. As of FY 2023, a Request For Proposal (RFP) process is underway which will result in the selection of a provider to run the program.

The RFP calls for a community partner to provide secured housing and a safe space for women to stabilize, address trauma, build healthy relationships, be referred to substance abuse and behavioral health treatment and learn new skills. The RFP calls for Black and African American culturally specific, trauma-informed programming with the purpose of empowering residents' strengths and resiliency, by supporting them to reach their goals to uplift themselves, their families, provide long-term support, and build stronger communities.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of women served annually	20	40	0	15
Outcome	Percent of adults convicted of a misdemeanor or felony within 1 year of supervision start date	26%	15%	25%	25%

Performance Measures Descriptions

Measure 1: In FY 2023 the RFP process is still pending. The number of clients served will depend on the space available with an estimate of 12-15 clients annually.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$697,954	\$0	\$746,456	\$0
Total GF/non-GF	\$697,954	\$0	\$746,456	\$0
Program Total:	\$697,954		\$746,456	
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 2023: 50028 Diane Wade House

The prior Diane Wade Program space set up was a “dormitory style” that had the capacity to accommodate a large number of clients (40). Feedback from residents indicated the dorm style felt institutionalized, reminding them of incarceration, perpetuating trauma and this was a barrier for client entry. Additionally, COVID-19 guidance required social distancing among congregate residents and reducing the capacity and number of referrals to the house. To mitigate these challenges, DCJ held a series of visioning/listening sessions in the fall of 2020 to solicit feedback from staff, community members and past clients of the Diane Wade Program in revisioning what this culturally specific transitional housing for women would look like prior to the issuance of the RFP. This reinforced the message that a single or double room occupancy house with a smaller census with intensive services would best serve high risk and high need clients.

Department: Community Justice **Program Contact:** Travis Gamble
Program Offer Type: Existing **Program Offer Stage:** 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 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 Description

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 individuals are located at any given time. This alternative sanction expands supervision sentencing options for judges. Current data indicate most people 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 the District Attorney's Office.

According to research, historically, people of color have received more frequent and longer jail sanctions, use of EM has a direct impact on reducing disparate jail sanctioning.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of adults served	533	325	500	500
Outcome	Number of jail beds saved	21,022	15,000	15,000	15,000

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$214,080	\$121,082	\$362,819	\$0
Contractual Services	\$332,000	\$0	\$291,144	\$0
Materials & Supplies	\$20,000	\$0	\$20,000	\$0
Internal Services	\$0	\$18,610	\$0	\$0
Total GF/non-GF	\$566,080	\$139,692	\$673,963	\$0
Program Total:	\$705,772		\$673,963	
Program FTE	2.00	1.00	3.00	0.00

Program Revenues				
Intergovernmental	\$0	\$139,692	\$0	\$0
Total Revenue	\$0	\$139,692	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2023: 50029 Adult Electronic Monitoring

Personnel Costs: Shifted 1.00 FTE Corrections Technician position number 715427 from the DOC SB1145 grant to County General Fund within the same program offer.

The electronic monitoring contract was reduced for FY 2024 (\$40,856)

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$919,160	\$157,247	\$973,983	\$165,592
Contractual Services	\$7,000	\$408,628	\$6,500	\$403,302
Materials & Supplies	\$1,963	\$6,868	\$1,963	\$11,868
Internal Services	\$0	\$15,725	\$0	\$16,559
Total GF/non-GF	\$928,123	\$588,468	\$982,446	\$597,321
Program Total:	\$1,516,591		\$1,579,767	
Program FTE	6.00	1.00	6.00	1.00

Program Revenues				
Intergovernmental	\$0	\$588,468	\$0	\$597,321
Total Revenue	\$0	\$588,468	\$0	\$597,321

Explanation of Revenues

This program generates \$16,559 in indirect revenues.

County General Fund plus \$597,321 is a portion of OR State Criminal Justice Commission (CJC), Specialty Courts Grant Program grant. Multnomah County Drug Court (START) helps individuals struggling with substance use disorder through outcomes with the goal of providing the opportunity to divert individuals from prison. START is an abbreviation for Success through Accountability, Restitution and Treatment. FY 2024 budget assumes the same FY 2023 funding from CJC with modification on County's FY 2023 current service level.

Significant Program Changes

Last Year this program was: FY 2023: 50030 Adult START Court Program

Department: Community Justice **Program Contact:** Travis Gamble

Program Offer Type: Existing **Program Offer Stage:** 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 individuals in restorative practices, as well as teaching prosocial 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. Individuals sanctioned to complete community service learn skills associated with tool use, safety, teamwork, and in 2022 we will have a new community service work crew option of learning to sew.

Program Description

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. Community Service is a sanction which allows individuals to maintain employment, and it is an alternative to jail. Community Service also provides individuals the chance to give back to their community through work accomplished at public parks, on water bureau sites, and numerous watersheds. Additionally, Community Service creates an avenue for individuals to earn money to pay back victims of crimes through the Restitution Work Crew program which runs seven days a week. Those who participate in the restitution work crew earn \$112 a day, which is directly applied to restitution owed on a court case.

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 (being paid current minimum wage) to pay their court-ordered restitution and is offered four days a week.

From July 2021 through June 2022, crews worked a total of 1942 hours and paid \$10,102 to the courts for individual victim 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.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of adults served	34	1,100	50	50
Outcome	Percent of cases completing community service hours successfully	12%	68%	50%	50%
Output	Number of hours juvenile crews worked in the community	1,942	7,600	4,500	4,500
Outcome	Restitution payments made by juveniles participating in work crews	\$10,102	\$50,000	\$35,000	\$35,000

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,449,174	\$139,724	\$1,118,355	\$161,659
Contractual Services	\$10,293	\$107,988	\$10,379	\$35,407
Materials & Supplies	\$41,636	\$0	\$41,636	\$1,000
Internal Services	\$176,035	\$21,476	\$185,864	\$29,632
Total GF/non-GF	\$1,677,138	\$269,188	\$1,356,234	\$227,698
Program Total:	\$1,946,326		\$1,583,932	
Program FTE	11.00	0.00	7.71	0.29

Program Revenues				
Intergovernmental	\$0	\$269,188	\$0	\$227,698
Other / Miscellaneous	\$3,000	\$0	\$3,000	\$0
Total Revenue	\$3,000	\$269,188	\$3,000	\$227,698

Explanation of Revenues

This program generates \$29,632 in indirect revenues.

County General Fund (CGF) plus Intergovernmental Agreement (IGA) with local governments.

- 1) \$3,000 restitution (youths) collected from private parties/ government agencies deposited into the CGF and passed through to victims. FY 2024 budget is per FY 2020 service level which was pre-pandemic.
- 2) \$41,200 IGA PDX Water Bureau general heavy brushing and cleanup work. IGA 07/01/19- 6/30/24 \$41,200/fiscal year.
- 3) \$77,850 IGA PDX Parks & Recreation compensation for work performed, services rendered, and for all labor, and incidentals necessary to perform the work and services. IGA ends 06/30/24. FY 2024 daily billing rate is \$603.
- 4) \$75,000/year, a total 5-year IGA of \$375k PDX Water Bureau IGA 06/30/21 - 06/30/2026. Youths in Project Payback program perform outdoor maintenance & landscape to city sites.
- 5) \$33,648 current IGA with Metro. Youths in the program provide litter pick-up in metro sites. Current IGA ends 06/30/2023. FY 2024 budget assumes contract will be renewed with a 2% increase from current IGA.

Significant Program Changes

Last Year this program was: FY 2023: 50031 Community Service

FY 2024 Personnel Costs: Total of 3.00 FTEs have been eliminated in order to meet our budget reductions for SB1145 funding. 3.00 FTEs Community Work Leader positions have been eliminated. Shifted 0.29 FTE Sworn Community Justice Manager from general fund to grant funding in FY 2024.

Restitution payments for clients were reduced from the Water Bureau (\$58,342) and Metro (\$14,240) programs.

Department: Community Justice **Program Contact:** Travis Gamble

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

Related Programs:
Program Characteristics:
Executive Summary

The African-American Program serves high risk Black/African American men and women transitioning back to the community from prison. Black and African American people under supervision are over-represented in the criminal justice system. The gang unit serves high risk Black/African American men and women, but also serves men and women associated with white supremacist gangs and other racial/ethnic gang activity/group violence.

Program Description

The Department of Community Justice (DCJ) is committed to intervening in systemic racism that creates unnecessary barriers for Black/African American men and women on supervision, including: lack of education, employment experience and/or opportunities, and supportive housing (or housing in neighborhoods with social cohesion). These barriers present criminogenic risks for reoffending and have a negative impact on successful transition into the community. Individuals in this unit are classified as high risk based on risk assessment scores. They are also identified prior to being released from prison as being involved with gang/group violence based on an established set of criteria.

DCJ works with culturally responsive community based providers who have demonstrated effectiveness in improving outcomes for Black and African American people in the areas of education, employment, culturally responsive cognitive behavioral therapy and family stability. This program provides access to behavioral interventions that seek to identify and change criminal thinking errors and emotional response, such as Habilitation Empowerment Accountability Therapy (HEAT) curriculum, a culturally responsive cognitive behavioral intervention program designed to reflect and address the unique experiences and needs of Black/African American men and women. The program also addresses the stigma attached to behavioral health in the Black/African American community by collaborating with the Health Department to provide culturally responsive behavioral health services to this population.

Black and African American individuals within this program 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, which results in crime desistance. A recent evaluation of the HEAT program demonstrated promising results in the reduction of future violent crimes, and increased motivation by program participants to desist from crime and be change makers in their communities.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of adults served annually in the gang unit	331	350	350	350
Outcome	Percent of adults convicted of a misdemeanor or felony within 1 year of supervision start date	5%	5%	5%	5%
Output	Number of adults served annually in the African American Program	68	75	75	75

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$515,660	\$1,609,860	\$1,520,201	\$543,083
Contractual Services	\$1,086,394	\$382,969	\$1,498,526	\$14,725
Materials & Supplies	\$4,035	\$8,726	\$5,535	\$0
Internal Services	\$0	\$247,436	\$0	\$99,547
Total GF/non-GF	\$1,606,089	\$2,248,991	\$3,024,262	\$657,355
Program Total:	\$3,855,080		\$3,681,617	
Program FTE	3.00	10.00	9.00	3.00

Program Revenues				
Intergovernmental	\$0	\$2,248,991	\$0	\$657,355
Total Revenue	\$0	\$2,248,991	\$0	\$657,355

Explanation of Revenues

This program generates \$99,547 in indirect revenues.

County General Fund plus:

\$657,355, which is a portion of Grant in Aid SB1145 funding from State Department of Corrections allocation to Multnomah County per the 2023-2025 Governor's Budget. Funding provides support to county community corrections programs for individuals on parole, probation and post-prison supervision meeting the requirements as authorized by ORS 423.475 to 423.565. FY 2024 budget is 49% allocation for the 1st year of 2023-2025 Governor's Biennium Budget.

Significant Program Changes

Last Year this program was: FY 2023: 50032 Adult Gang and African American Program

In FY 2023 and continuing into FY 2024, contracts were added for Community Violence Prevention HEAT Program Expansion (\$80,000), and Community Violence Prevention for 18–25-year-old men, expansion of CHI to Latino and African immigrant communities (\$500,000).

In FY 2024, a culturally responsive contract (\$336,126) shifted from SB1145 to CGF funding.

Personnel Costs: Shifted 1.00 FTE Parole-Probation Officer from DOC SB1145 (Latino) grant to general fund and shifted 6.00 FTEs from DOC SB1145 (Gang) to general fund. Reduced 1.00 FTE Parole-Probation Officer.

Department: Community Justice **Program Contact:** Travis Gamble
Program Offer Type: New **Program Offer Stage:** Adopted
Related Programs: 50032
Program Characteristics: One-Time-Only Request

Executive Summary

Habilitation Empowerment Accountability Therapy or H.E.A.T., a trauma-informed, culturally responsive, developmentally targeted program for young African American men in the justice system. H.E.A.T. for Youth works with adolescents ages 13 to 17 in or at risk of involvement in the juvenile justice system. Their newest program, directed to African American women in the criminal justice system, is called HER, Habilitation Empowerment Recovery. H.E.A.T. programs are in use nationwide.

Program Description

H.E.A.T. is a 9-month trauma-informed, culturally responsive program that includes twice a week cognitive behavioral therapeutic sessions. The curriculum was pilot tested in drug courts in Kentucky and Indiana, and researchers found that participants with serious criminal and substance use histories were willing and able to complete the lengthy curriculum, were satisfied with the intervention, and successfully completed programming at substantially higher rates than are commonly observed in this at-risk population. Further, preliminary BJA-funded evaluative work has demonstrated promising practices locally within Multnomah County.

H.E.A.T. cohorts in DCJ programming are focused on individuals from various gangs who are experiencing hopelessness and desperation in the face of unprecedented levels of community violence. Groups meet for 2 hours, twice a week for nine months. Financial support for this time commitment is a critical component of programming as it allows individuals to provide support for themselves and their families, which increases participation.

In 2019 – 2021, a cost analysis of homicide violence was conducted in Portland Oregon by the California Partnership, in collaboration with the National Institute of Criminal Justice reform. The analysis revealed that taxpayers pay \$1.4 million dollars for each shooting homicide in Portland.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of participants to receive stipends in FY 2024	NA	NA	5	11
Outcome	Percent of participants that complete the H.E.A.T. program	NA	NA	NA	80%

Performance Measures Descriptions

Performance measure 2: H.E.A.T. programming typically sees approximately 50% retention without stipend incentives. DCJ anticipates 80% retention in H.E.A.T. programming with stipend incentives.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
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

County General Funds

Significant Program Changes

Last Year this program was:

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$2,066,088	\$1,768,409	\$1,979,859	\$1,953,842
Contractual Services	\$1,208	\$120,273	\$1,208	\$133,485
Materials & Supplies	\$625	\$27,804	\$625	\$14,733
Internal Services	\$200,324	\$271,805	\$201,976	\$358,139
Total GF/non-GF	\$2,268,245	\$2,188,291	\$2,183,668	\$2,460,199
Program Total:	\$4,456,536		\$4,643,867	
Program FTE	13.50	11.00	12.50	11.00

Program Revenues				
Intergovernmental	\$0	\$2,188,291	\$0	\$2,460,199
Total Revenue	\$0	\$2,188,291	\$0	\$2,460,199

Explanation of Revenues

This program generates \$358,139 in indirect revenues.

County General Fund plus:

- 1) \$2,320,697, which is a portion of Grant in Aid SB1145 funding from State Department of Corrections allocation to Multnomah County per the 2023-2025 Governor's Budget. Funding provides support to county community corrections programs for individuals on parole, probation and post-prison supervision meeting the requirements as authorized by ORS 423.475 to 423.565. FY 2024 budget is 49% allocation for the 1st year of 2023-2025 Governor's Biennium Budget.
- 2) \$139,502 Oregon Criminal Justice Commission (CJC), Specialty Court Program. Funding supports the Multnomah County DUII Court, DUII Intensive Supervision Program (DISP) with the goal of providing the opportunity to divert individuals from prison. DUII is an abbreviation for Driving Under the Influence of Intoxicants. FY 2024 budget assumes the same FY 2023 funding from OR State Criminal Justice Commission, Specialty Courts Grant Program with modification on County's FY 2023 current service level.

Significant Program Changes

Last Year this program was: FY 2023: 50033 Adult Field Supervision - East

Personnel Costs: Transferred out 1.00 FTE Parole-Probation Officer to PO 50016 Survival Skills program in internal budget modifications DCJ-003-23.

Department: Community Justice **Program Contact:** Lonnie Nettles
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

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

Program Description

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

Evidence-based practices clearly dictate the need to provide case management, access to healthcare, and safe and secure housing for individuals released from jail, prison or residential treatment. Transition Services staff prioritize cultural-specific and responsive, inclusive housing options when possible. Currently, there is capacity to provide short and long-term housing services for an average of 314 high risk adults identified with behavioral or medical needs using several contracted agencies within the community. Providing housing to individuals on supervision is cost effective. On average, the cost to house an individual is \$42.68 daily, as compared to \$266.38 per day to incarcerate an individual in jail or prison.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average number of individuals housed monthly	338	310	314	314
Outcome	Average percentage of contracted beds utilized each month.	85%	85%	85%	85%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$0	\$0
Contractual Services	\$3,685,248	\$1,487,003	\$3,442,301	\$1,672,120
Total GF/non-GF	\$3,685,248	\$1,487,003	\$3,442,301	\$1,672,120
Program Total:	\$5,172,251		\$5,114,421	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Intergovernmental	\$0	\$1,487,003	\$0	\$1,672,120
Total Revenue	\$0	\$1,487,003	\$0	\$1,672,120

Explanation of Revenues

County General Fund plus \$1,672,120, which is a portion of Grant in Aid SB1145 funding from State Department of Corrections allocation to Multnomah County per the 2023-2025 Governor's Budget. Funding provides support to county community corrections programs for individuals on parole, probation and post-prison supervision meeting the requirements as authorized by ORS 423.475 to 423.565. FY 2024 budget is 49% allocation for the 1st year of 2023-2025 Governor's Biennium Budget.

Significant Program Changes

Last Year this program was: FY 2023: 50034 Assessment and Referral Center - Housing

DCJ Internal budget modification DCJ-001 transferred \$111,329 from ARC Housing to PO 50035 Flip the Script.

In FY 2024, reduced contractual services by \$453,255 in order to meet our budget reductions for SB1145 funding.

Department: Community Justice **Program Contact:** Lonnie Nettles

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

Related Programs:
Program Characteristics:
Executive Summary

The Flip the Script (FTS) initiative expands services to Black and African Americans individuals exiting incarceration and/or people in need of support in pretrial release and/or diversion services to avoid incarceration. The initial funding for this expanded initiative was provided in the FY 2022 budget as part of a public safety package that shifted funds from the traditional criminal justice system and reinvested in upstream prevention, diversion, and reentry programs focused on the Black, Indigenous and/or People of Color (BIPOC).

Program Description

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

The ultimate goals of Flip the Script are:

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

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of people enrolled in FTS	60	80	85	85
Outcome	Percent of FTS Participants accessing employment and/or benefit income at time of exit	100%	55%	75%	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$400,579	\$0	\$561,180	\$0
Total GF/non-GF	\$400,579	\$0	\$561,180	\$0
Program Total:	\$400,579		\$561,180	
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 2023: 50035 Flip the Script - Community Based Services and Support

DCJ Internal budget modification DCJ-001 transferred \$111,329 from PO50034 ARC Housing to Flip the Script.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$156,638	\$0	\$163,969	\$0
Internal Services	\$25	\$0	\$0	\$0
Total GF/non-GF	\$156,663	\$0	\$163,969	\$0
Program Total:	\$156,663		\$163,969	
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 2023: 50036 Adult Domestic Violence Deferred Sentencing

Department: Community Justice **Program Contact:** Lisa Lewis
Program Offer Type: Existing **Program Offer Stage:** 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. The SORS caseload's staff assists with community safety by reducing risk through continued monitoring of the individual's behavior while on supervision.

Program Description

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 which is a risk assessment tool designed to assist in the prediction of sexual and violent recidivism among adult male sex offenders; 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 court ordered fees. Individuals are returned to a high risk caseload if there are any indications of status instability or verified behaviors that present an increased risk to the community or victim.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of adults served annually	154	175	175	175
Outcome	Percent of adults convicted of a misdemeanor or felony within one year of supervision start date	0%	0%	3%	3%
Outcome	Percent of adults convicted of a new sex offense misd. or felony within one year of supervision start date	0%	0%	1%	1%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$179,821	\$96,478	\$186,602	\$0
Internal Services	\$0	\$14,829	\$0	\$0
Total GF/non-GF	\$179,821	\$111,307	\$186,602	\$0
Program Total:	\$291,128		\$186,602	
Program FTE	1.14	0.86	1.14	0.00

Program Revenues				
Intergovernmental	\$0	\$111,307	\$0	\$0
Total Revenue	\$0	\$111,307	\$0	\$0

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2023: 50037 Adult Sex Offense Reduced Supervision (SORS)

Personnel Costs: 0.86 FTE of the Corrections Technician position in SB1145 was transferred to PO 50025.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$389,538	\$0	\$436,215
Contractual Services	\$0	\$394,884	\$5,500	\$405,167
Materials & Supplies	\$0	\$6,312	\$0	\$6,312
Internal Services	\$0	\$59,872	\$0	\$79,958
Total GF/non-GF	\$0	\$850,606	\$5,500	\$927,652
Program Total:	\$850,606		\$933,152	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Intergovernmental	\$0	\$850,606	\$0	\$927,652
Total Revenue	\$0	\$850,606	\$0	\$927,652

Explanation of Revenues

This program generates \$79,958 in indirect revenues.

County General Fund plus:

- 1) \$516,173, which is a portion of Grant in Aid SB1145 funding from State Department of Corrections allocation to Multnomah County per the 2023-2025 Governor's Budget. Funding provides support to county community corrections programs for individuals on parole, probation and post-prison supervision meeting the requirements as authorized by ORS 423.475 to 423.565. FY 2024 budget is 49% allocation for the 1st year of Governor's Biennium Budget.
- 2) \$411,479, OR Criminal Justice Commission (CJC) Specialty Courts Grant Program to fund the Multnomah County the Strategic Treatment and Engagement Program (STEP) Court. STEP Court addresses reducing disparities by targeting and serving Measure 11 (major person-to-person crimes) defendants with the opportunity for non-prison options to positively impact a population that includes a disproportionate number of Black, Indigenous, and/or People of Color (BIPOC) individuals. FY 2024 budget assumes the same FY 2023 funding from OR CJC with modification on County's FY 2023 current service level.

Significant Program Changes

Last Year this program was: FY 2023: 50038 STEP Court Program

Department: Community Justice **Program Contact:** Lonnie Nettles

Program Offer Type: New **Program Offer Stage:** Adopted

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

Executive Summary

The Stabilization and Readiness Program (SARP) will focus on enhancing motivation for treatment, stabilization, skill development and case management services for individuals with severe and persistent mental illness. The program will work with individuals assigned to DCJ's Mental Health Unit (MHU) who are (1) not ready to engage with mental health treatment; (2) are waiting to enter mental health treatment; or (3) are unable to access the appropriate level of care in the community.

Program Description

The Stabilization and Readiness Program (SARP) will operate as a low barrier, single point of contact space where individuals with significant needs including mental health, substance abuse, and homelessness can come for stabilization, work on enhancing motivation, develop skills for effectively engaging in treatment, and case management services. Referrals to this program are made from the PPOs in the Mental Health Unit and or directed by the Mental Health Court Judge. By providing this service, MHU will be able to more effectively utilize limited treatment resources, and connect participants to needed treatment and services. The program will also provide attendance, case plan, and participation updates to the Parole-Probation Officer (PPO) and the Court.

SARP will perform the following functions:

- 1) Provide one point of access to meet basic needs such as food, clothing, shelter
- 2) Enhance motivation to engage in treatment to promote stabilization
- 3) Develop skills so that individuals are equipped to engage in and navigate complex community based and governmental systems
- 4) Coordinate with other community behavioral health resources and outreach programs to ensure a continuum of support and services

This was a pilot program that started on 11/30/22 and averages 15 participants per day (75 people per week). The program has served 70 unique clients since its opening.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of adults served annually	N/A	150	150	150
Outcome	Percent of clients engaged in treatment at discharge	N/A	75%	75%	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$662,973	\$0	\$653,965	\$0
Contractual Services	\$0	\$0	\$50,000	\$0
Total GF/non-GF	\$662,973	\$0	\$703,965	\$0
Program Total:	\$662,973		\$703,965	
Program FTE	0.00	0.00	5.00	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 2023: 50041 Mental Health Treatment Outreach Program

Personnel Costs: Added 1.00 FTE Sworn Community Justice Manager, 2.00 FTEs Community Health Specialist, and 2.00 FTEs Corrections Counselor positions.

Contractual Services: Added \$50,000 in client benefits.

This program was funded with one-time-only funding in FY 2023. The program is requesting one-time-only funding for a second year in FY 2024 after evaluating the program's needs.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$305,581	\$0
Materials & Supplies	\$0	\$0	\$1,832	\$0
Total GF/non-GF	\$0	\$0	\$307,413	\$0
Program Total:	\$0		\$307,413	
Program FTE	0.00	0.00	2.00	0.00

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

Explanation of Revenues

General Fund

Significant Program Changes

Last Year this program was:

Backfill the following positions:

- 1.00 Parole-Probation Officer in the African American Program (50032).
- 1.00 Parole-Probation Officer in the Domestic Violence Unit (50026)
- Training funds in PO 50016

Department: Community Justice **Program Contact:** Kyla Armstrong Romero
Program Offer Type: Administration **Program Offer Stage:** 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 Description

JSD engages with the community and collaborates with victims and system partners (e.g., the judiciary, law enforcement, District Attorney, defense counsel, education system, community providers) 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 culturally responsive resources. Interfaces with youth serving community resources to improve access and integration. Oversees contracts with community providers that deliver 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 48-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 Resolution Services - Provides legally-mandated mediation and parent education classes. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of juvenile criminal referrals received annually	524	600	600	600
Outcome	Percent of youth who had one or more subsequent adjudications within 1 year post disposition	22%	35%	30%	30%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,609,761	\$21,669	\$1,636,525	\$0
Contractual Services	\$264,335	\$10,000	\$369,228	\$13,242
Materials & Supplies	\$125,514	\$0	\$125,774	\$1,065
Internal Services	\$0	\$3,331	\$0	\$0
Total GF/non-GF	\$1,999,610	\$35,000	\$2,131,527	\$14,307
Program Total:	\$2,034,610		\$2,145,834	
Program FTE	8.00	0.00	8.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$35,000	\$0	\$14,307
Total Revenue	\$0	\$35,000	\$0	\$14,307

Explanation of Revenues

County General Fund plus two separate awards from Annie E. Casey Foundation:

- 1) \$4,307, which supports Juvenile Detention Alternative Initiative (JDAI) strategic priorities essential to innovate and sustain reform gains. Current funding ends 08/31/2023. FY 2024 budget is the estimated unspent award balance of FY 2023 that will carry over to fiscal year 2024.
- 2) \$10,000, which supports system/community partnerships in probation transformation sites. Total award of \$20,000 ends in 12/31/2023. FY 2024 budget assumes that the estimated unspent award balance of FY 2023 will carry over to fiscal year 2024.

Significant Program Changes

Last Year this program was: FY 2023: 50050A Juvenile Services Management

In FY 2023, a contract for Restorative Practice Training was added (\$104,893).

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

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

Related Programs:
Program Characteristics:
Executive Summary

Juvenile Records and Administrative Services assists the Juvenile Services Division (JSD) administration, court, community supervision services, and detention/residential services. Juvenile Records and Administrative Services staff perform the following functions: a) maintain accurate records internally and in various statewide data systems; b) provide information and referrals to the public and community partners; c) conduct administrative and clerical support to division personnel; d) coordinate property management and purchasing; e) provide reception coverage; f) complete expunctions of Juvenile records pursuant to the OR statutes; and g) create petitions and summons as well as process civil service of initial dependency cases pursuant to the OR statutes.

Program Description

Juvenile Records and Administrative Services provide the following services:

Clerical Support Services: Provides office support to division teams and personnel. Essential functions include staff scheduling for detention and the Assessment & Evaluation program, purchasing supplies, placing orders as needed, shelter care tracking, Medicaid billing preparation, reviewing client service notes, creating client charts, arranging facility maintenance for the building, and typing petitions for dependency preliminary hearings. Juvenile Records and Administrative Services also maintains all closed juvenile files, provides public assistance with general inquiries, oversees mail distribution, and processes documents and forms for JSD, the District Attorney's Office, Department of Human Services, and the Judiciary per inter-agency agreements.

Data Services: Essential functions include specialized data entry and record maintenance in the statewide Juvenile Justice Information System (JJIS) and Law Enforcement Data System (LEDS). Data services enters warrants into LEDS, provides law enforcement with field access to juvenile Electronic Probation Records (EPR); maintains juvenile sex offender registration information; performs records checks; processes subpoenas; processes archiving requests; handles expunction of juvenile records that meet statutory criteria including all automatic expunctions pursuant to new legislation under ORS 137.707; processes and enters all police reports and referrals; handles and facilitates the emancipation process; enters all adoptions orders and follow up; processes interstate compact matters following Interstate Compact for Juveniles (ICJ) Rules ORS 417.030; and processes summons and arranges civil service for initial dependency petitions and cases pursuant to ORS 419B.827.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of referrals received & processed annually	1,565	2,000	2,220	2,220
Outcome	Percent of expungements completed	73%	NEW	85%	85%
Output	Number of court orders and dispositions processed	1,513	1,500	1,800	1,800

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,507,159	\$134,552	\$1,599,411	\$128,561
Contractual Services	\$13,500	\$0	\$13,500	\$0
Materials & Supplies	\$25,349	\$0	\$24,915	\$0
Internal Services	\$1,438,796	\$20,680	\$1,490,501	\$23,565
Total GF/non-GF	\$2,984,804	\$155,232	\$3,128,327	\$152,126
Program Total:	\$3,140,036		\$3,280,453	
Program FTE	13.20	1.40	13.40	1.20

Program Revenues				
Service Charges	\$0	\$155,232	\$0	\$152,126
Total Revenue	\$0	\$155,232	\$0	\$152,126

Explanation of Revenues

This program generates \$23,565 in indirect revenues.

County General Fund plus \$152,126. Multnomah County has an intergovernmental agreement (IGA) Expunction of Juvenile Records with Oregon Youth Authority (OYA) for expunction of qualified juvenile records. The IGA amount is \$310,461.90 for the period 01/02/2022 - 01/01/2024. In 2021, Legislature passed a new law, Senate Bill SB575, regarding automatic expunction of juvenile records. The bill allows counties to invoice the state at a flat rate of \$206.15 per qualified expunction. Current IGA ends on 01/01/2024. FY 2024 budget is 49% of the current IGA, and it is assumed that the current IGA will continue.

Significant Program Changes

Last Year this program was: FY 2023: 50051A Juvenile Records and Administrative Services

Personnel Costs: 1.00 FTE Clerical Unit Coordinator has been reclassified to 1.00 FTE Office Assistant Senior in budget modifications DCJ-006-23. Shifted 0.20 FTE allocation of Records Technician position from other funds to general fund.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Internal Services	\$0	\$0	\$175,000	\$0
Total GF/non-GF	\$0	\$0	\$175,000	\$0
Program Total:	\$0		\$175,000	
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:

Department: Community Justice **Program Contact:** Kyla Armstrong Romero
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

Family Resolution Services (FRS) offers parent information and conflict resolution services to support positive connections as families change. Ongoing exposure to parental conflict and/or the potential loss of a parent through separation or divorce places children at risk for poor outcomes. The interventions offered through Family Resolution Services promote communication and co-parenting strategies for a wide range of families from those separating amicably to those impacted by domestic violence, substance use or parent/child estrangement.

Program Description

Through parent education, mediation, co-parent coaching, and our parental access and visitation program, FRS assists families involved with the family court and plays a critical role in supporting families to limit children's exposure to ongoing parental conflict. Parent education and mediation are court mandated services for parents involved in the family court system per state statutes. The parent education program provides relevant legal and co-parenting information to nearly 2,500 Multnomah County parents each year. In addition to parent education, FRS provides child custody and parenting time mediation to over 1,000 families per year. In September of 2021, we began a more intensive co-parent coaching program to court ordered and voluntary clients experiencing higher levels of ongoing conflict. Since the inception of the coaching program, we have served nearly 60 parents. FRS also provides services through a grant through the Child Support Division called the Parental Access and Visitation (PAV) grant which is for families where there has been a significant disruption in the parent/child relationship. This is a specialized program where families receive enhanced support to attempt to reconnect children with an estranged parent. We serve nearly 150 parents per year in the PAV program with a variety of interventions.

Family Resolution Services is housed at the Multnomah County Courthouse. We offer Parent Education classes virtually, and our mediation and coaching services and PAV services are available by phone, virtually or in person, based on the request of the participants.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of mediation appointments kept	1,095	1,100	1,100	1,100
Outcome	Percent of individuals satisfied with parent education classes	89%	90%	90%	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$541,786	\$734,080	\$636,816	\$748,794
Contractual Services	\$0	\$107,819	\$5,395	\$71,790
Materials & Supplies	\$2,340	\$35,621	\$2,340	\$20,623
Internal Services	\$0	\$264,945	\$0	\$300,216
Total GF/non-GF	\$544,126	\$1,142,465	\$644,551	\$1,141,423
Program Total:	\$1,686,591		\$1,785,974	
Program FTE	3.77	5.23	4.09	4.91

Program Revenues				
Fees, Permits & Charges	\$0	\$188,742	\$0	\$234,263
Intergovernmental	\$0	\$893,723	\$0	\$894,160
Beginning Working Capital	\$0	\$60,000	\$0	\$0
Service Charges	\$0	\$0	\$0	\$13,000
Total Revenue	\$0	\$1,142,465	\$0	\$1,141,423

Explanation of Revenues

This program generates \$137,255 in indirect revenues.

County General Fund plus:

- 1) \$811,822 in state funding for conciliation & mediation services expect continued funding at current level. State allocation is formula base on each biennium. FY 2024 budget is per FY 2023 allocation.
- 2) \$75,120 Conciliation Services fee \$10 collected as part of \$60 marriage license fees. FY 2024 budget is based on the average of FY 2022 actual plus FY 2023 current year estimate.
- 3) \$159,142 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. FY 2024 budget is based on the average of FY 2022 actuals plus FY 2023 current year estimate.
- 4) \$13,000 Registration fees for the annual training "Domestic Relations Custody & Parenting Time Mediation Training"
- 5) \$82,338 Access & Visitation grant from US Dept. of Health and Human Services. Funding provides access & visitation services to non-custodial parents having difficulty establishing visitation and a legally enforceable parenting plan. Award ends 10/30/2023. Historically, the award has been extended. FY 2024 budget assumes the current funding will continue.

Significant Program Changes

Last Year this program was: FY 2023: 50052 Family Court Services

Personnel Costs: 1.00 FTE Marriage and Family Counselor Associate has been reclassified to 1.00 FTE Marriage and Family Counselor in budget modification DCJ-001-23.

In FY 2024, costing allocation to the grant has been reduced from 0.52 FTE to 0.46 FTE (0.06 FTE reductions to other funds). 0.06 FTE Manager 1 position and 0.20 FTE Marriage and Family Counselor positions shifted from other funds to general fund.

Department: Community Justice **Program Contact:** Ken Jerin
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Courtyard Cafe and Catering provides a valuable service for youth and families, Juvenile Justice partners, and staff at the Juvenile Justice Complex. Additionally, Courtyard Catering provides more than 200 meals weekly to people experiencing homelessness. The Courtyard Cafe serves breakfast and lunch daily Monday through Friday. There are limited other food options available near the Juvenile Justice Complex. The Cafe supports detention staff who do not get breaks that allow for them to leave the building easily.

Program Description

This offer maintains food service by the Courtyard Cafe and Catering 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, as well as a space with a less institutional atmosphere. Without the Cafe, staff and others would have to leave to get meals. 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.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average number of Courtyard Cafe and Catering transactions per day	150	150	250	250
Outcome	Amount of annual revenue earned	\$240,105	\$185,000	\$260,000	\$260,000

Performance Measures Descriptions

Transactions are increasing as we emerge from pandemic levels of service.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$304,762	\$0	\$329,905	\$0
Contractual Services	\$8,322	\$0	\$8,322	\$0
Materials & Supplies	\$101,768	\$0	\$101,768	\$0
Internal Services	\$26,541	\$0	\$26,415	\$0
Total GF/non-GF	\$441,393	\$0	\$466,410	\$0
Program Total:	\$441,393		\$466,410	
Program FTE	3.20	0.00	3.20	0.00

Program Revenues				
Other / Miscellaneous	\$142,500	\$0	\$262,186	\$0
Total Revenue	\$142,500	\$0	\$262,186	\$0

Explanation of Revenues

County General Fund includes revenue \$121,661 in Courtyard Café sales and \$140,525 in catering sales.

The catering sales include \$137,577 in orders from other county departments and \$2,948 over the counter orders. Catering sales support youth in the Culinary Arts Youth Program, which is job readiness training for youths who are interested in careers in the food service industry. Youths learn dependability, responsibility and teamwork while working in a commercial kitchen.

FY 2024 budget for the above is based on the average of FY 2022 actuals plus FY 2023 current year estimates.

Significant Program Changes

Last Year this program was: FY 2023: 50053 Courtyard Cafe and Catering

Department: Community Justice **Program Contact:** Ken Jerin
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

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 at high risk to not appear for court. In FY 2022, 235 youth were brought to Juvenile Detention for intake screening. This offer funds 32 of the 48 beds required to meet the Metro Region's daily detention needs.

Program Description

Though originally constructed with 191 beds, only 48 beds are needed to meet the Metro Region's daily detention needs. Clackamas and Washington Counties will contract for a total of 19 beds. The remaining 29 beds will house high risk Multnomah County youth who are not appropriate for community placement. Of those 48 beds, a unit of 8 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 32 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 decline in juvenile referrals in the Metro Region, juvenile justice partners worked together to assess the needs of each County and adjust the budgeted capacity. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of days in which the detention population did not exceed funded bed capacity	365	365	365	365
Outcome	Number of days annually without use of physical or mechanical restraints applied to detained youth	302	330	330	330

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$6,390,905	\$885,264	\$6,377,307	\$820,123
Contractual Services	\$56,661	\$0	\$56,661	\$0
Materials & Supplies	\$137,738	\$100,000	\$138,258	\$102,000
Internal Services	\$1,532,032	\$88,526	\$1,673,148	\$82,012
Capital Outlay	\$11,000	\$0	\$11,000	\$0
Total GF/non-GF	\$8,128,336	\$1,073,790	\$8,256,374	\$1,004,135
Program Total:	\$9,202,126		\$9,260,509	
Program FTE	48.69	7.11	45.55	6.25

Program Revenues				
Intergovernmental	\$3,504,732	\$1,073,790	\$3,205,866	\$1,004,135
Total Revenue	\$3,504,732	\$1,073,790	\$3,205,866	\$1,004,135

Explanation of Revenues

This program generates \$82,012 in indirect revenues.

County General Fund plus:

- 1) \$100,000 from US Dept. of Agriculture grant through the Oregon Dept. Education for youth qualifying for school breakfast & lunch programs: \$35K/breakfast & \$65K/lunch. FY 2024 budget is per FY 2023 budgeted amount.
- 2) \$3,205,866 detention bed usage intergovernmental agreements (IGA) with Clackamas County (8 beds), and Washington County (11 beds), respectively, using the bed day rate of \$477 by both counties. Budget also includes a deduction of \$102,198 for Multnomah County Health Dept.'s provision of healthcare to individuals in detention.
- 3) \$902,135, funding from Oregon Youth Authority (OYA) Juvenile Crime Prevention Basic Services to prevent highest risk youth offenders from re-offending. FY 2024 budget is 49% of the 2023-2025 GB OYA Proposed County Funding. \$1,841,091 is the total 2023-2025 Governor Budget (GB) biennium allocations to Multnomah County for the Basic Services.
- 4) \$2,000 OR Dept of Education for food produced or processed in Oregon in accordance with ORS 336.431.

Significant Program Changes

Last Year this program was: FY 2023: 50054A Juvenile Detention Services - 40 Beds

Personnel Changes: Eliminated 4.00 FTEs Juvenile Custody Services Specialist positions due to decrease in Washington County and Clackamas County contract agreement (8 bed reduction). Shifted 0.11 FTE Juvenile Custody Specialist and 0.75 FTE Juvenile Custody Specialist position from other funds to general fund.

Department: Community Justice **Program Contact:** Ken Jerin
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

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 2022, 235 youth were brought to Juvenile Detention for intake screening. This offer funds 16 of the 48 beds required to meet the Metro Region's daily detention needs.

Program Description

Though originally constructed with 191 beds, only 48 beds are needed to meet the Metro Region's daily detention needs. Of those 48 beds, a unit of 8 beds must be kept available for youth who identify as female. Clackamas and Washington Counties contract for 19 beds. The remaining 29 beds will house high risk Multnomah County youth who are not appropriate for community placement.

The ability to safely detain delinquent youth is mandated by Oregon law and is essential to community protection. The decisions made to hold youth in detention are based on the results of a validated detention screening system along with policies developed collaboratively among system stakeholders. This system has saved Multnomah County millions of dollars by safely diverting lower risk youth into less costly community placement alternatives. The ability to house tri-county youth in one facility maximizes the use of space and provides the flexibility needed to structure units according to age and gender.

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

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of days in which the detention population did not exceed funded bed capacity	365	365	365	365
Outcome	Number of days annually without use of physical or mechanical restraints applied to detained youth	339	300	330	330

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,208,591	\$0	\$1,238,199	\$0
Materials & Supplies	\$36,018	\$0	\$36,018	\$0
Total GF/non-GF	\$1,244,609	\$0	\$1,274,217	\$0
Program Total:	\$1,244,609		\$1,274,217	
Program FTE	8.00	0.00	8.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2023: 50054B Juvenile Detention Services - 16 Beds

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

Executive Summary

The Community Monitoring Program (CMP) provides supervision and support while reserving the use of costly detention bed spaces for youth who pose a significant and immediate threat to public safety. Research published by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) shows that detaining youth, who can otherwise be safely maintained in the community, makes it more likely they will re-offend.

Program Description

This program serves both pre-adjudicated and post-adjudicated youth to ensure court compliance. CMP allows qualified youth to remain at home or in community placements while awaiting court processing, as well as post-adjudicated youth who are serving a sanction as part of their probation. CMP consists of four levels of supervision. All youth start out on the highest level and may be reduced in their level of supervision based on their performance.

While on CMP, each youth is required to make several daily phone calls to the CMP office for mandatory check-ins. CMP staff conduct face-to-face visits at home, school, and place of employment (referred to as field visits) to support each youth's success and assure program compliance, and adherence to conditions of release. Field visits are random and are conducted 7 days a week, 365 days a year. Each youth's progress 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.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of youth referrals	144	200	200	200
Outcome	Percent of youth who attend their court appearance	98%	100%	90%	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$57,625	\$611,859	\$31,839	\$477,002
Total GF/non-GF	\$57,625	\$611,859	\$31,839	\$477,002
Program Total:	\$669,484		\$508,841	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$611,859	\$0	\$477,002
Total Revenue	\$0	\$611,859	\$0	\$477,002

Explanation of Revenues

County General Fund plus \$477,002, a portion funding from Oregon Youth Authority (OYA) Youth Gang Services.

Funding provides services designed to impact youth gang involvement and to decrease minority youth commitment to OYA institutions. FY 2024 budget is 49% of the 2023-2025 GB OYA Proposed County Funding allocations to Multnomah County. GB is an abbreviation for Governor Budget. \$3,842,027 is the total 2023-2025 biennium allocations to Multnomah County for the Gang Services.

Significant Program Changes

Last Year this program was: FY 2023: 50055 Community Monitoring Program

Electronic Monitoring contract reduction for FY 2024 in the amount of \$174,992.

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

Executive Summary

Juvenile detention alternatives in the form of short-term shelter and residential placements protect the public by safely supervising identified high risk youth in the community. Many of these youth are Black, African American, and Latino/a. 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 Description

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 youth placed in these shelter programs are Black, African American, or Latino/a. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of youth intakes	51	60	60	60
Outcome	Percent of youth who do not leave the shelter during their placement	70%	80%	80%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$331,550	\$488,455	\$277,091	\$476,900
Total GF/non-GF	\$331,550	\$488,455	\$277,091	\$476,900
Program Total:	\$820,005		\$753,991	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$361,411	\$0	\$350,091
Service Charges	\$0	\$127,044	\$0	\$126,809
Total Revenue	\$0	\$488,455	\$0	\$476,900

Explanation of Revenues

County General Fund plus:

- 1) \$350,091, a portion funding from Oregon Youth Authority (OYA) Youth Gang Services. Funding provides services designed to impact youth gang involvement and to decrease minority youth commitment to OYA institutions through short-term shelter and residential placements. FY 2024 budget is 49% of the 2023-2025 GB OYA Proposed County Funding allocations to Multnomah County. GB is an abbreviation for Governor Budget. \$3,842,027 is the total 2023-2025 biennium allocations to Multnomah County for the Gang Services.
- 2) \$126,809 Oregon Health Authority, Medical Assistance Programs to provide intensive rehabilitation services to Medicaid eligible youth authorized to receive Behavior Rehabilitation Services (BRS) in accordance with OAR 410-170-0000 through 410-170-0120 and 416-335-0000 through 416-335-0100. FY 2024 budget is FY 2022 total actuals.

Significant Program Changes

Last Year this program was: FY 2023: 50056 Juvenile Shelter & Residential Placements

FY 2024 reduction of 2 short term secure shelter beds \$159,449.

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

Executive Summary

Adjudication serves youth, typically ages 12 to 18, who are facing charges in the Juvenile Court. Youth are assessed using validated risk assessment instruments to determine the appropriate level of services and supervision needed to protect the community, restore the harm caused to victims, and assist youth in becoming productive members of the community.

Program Description

Adjudication provides professional evaluation, investigation, counseling, casework and pre-adjudication supervision of complex cases to justice-involved youth. They assist youth and families as they go through the adjudication process in the juvenile court system, monitoring multiple dockets, making recommendations about youth placement during this process.

Adjudication conducts daily intakes, responds to victim and public inquiries, administers standardized, comprehensive delinquency risk assessments to identify each youth's risk to reoffend, and gathers social history information that is provided to the judiciary in a formal Court Report and used to inform the judge's dispositional order.

Adjudication staff communicates with the District Attorney's Office regarding charging decisions, provides valuable information and referral services to the public, and facilitates victim services as mandated by Oregon Victims' Rights Law. Judges rely heavily on adjudication staff to provide critical information and technical support for daily court docketing and proceedings.

Adjudication staff manages and monitors shelter bed availability for out-of-home placement as an alternative to detention and for youth who cannot safely return home. Adjudication staff monitor the daily court docket, assist the Juvenile Court with delinquency matters, set court proceedings in motion, and collaborate with Deputy District Attorneys, defense attorneys, State Court Clerk's Office, and Judicial Officers concerning matters of law and court processes including preparation of court reports and recommendations. Adjudication staff represent the Juvenile Services Division during these court proceedings.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of cases referred for adjudication	165	200	200	200
Outcome	Percent of youth who do not receive a new adjudication within one year post adjudication	92%	80%	80%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,459,900	\$0	\$1,271,404	\$0
Contractual Services	\$6,144	\$0	\$6,144	\$0
Materials & Supplies	\$4,687	\$0	\$4,167	\$0
Internal Services	\$26,398	\$0	\$24,085	\$0
Total GF/non-GF	\$1,497,129	\$0	\$1,305,800	\$0
Program Total:	\$1,497,129		\$1,305,800	
Program FTE	10.00	0.00	8.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2023: 50057 Juvenile Adjudication

Personnel Costs: 2.00 FTEs have been eliminated. 1.00 FTE Juvenile Counselor Assistant and 1.00 FTE Juvenile Counselor.

Department: Community Justice **Program Contact:** Tracey Freeman
Program Offer Type: Existing **Program Offer Stage:** 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 Description

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 responsive 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.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of youth on probation served annually	387	450	425	425
Outcome	Percent of youth who did not receive a new adjudication within 1 year post disposition	89%	80%	80%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$2,151,858	\$751,998	\$2,055,671	\$696,061
Contractual Services	\$87,590	\$50,000	\$82,925	\$50,000
Materials & Supplies	\$9,466	\$0	\$8,946	\$0
Internal Services	\$74,084	\$75,200	\$85,479	\$69,606
Total GF/non-GF	\$2,322,998	\$877,198	\$2,233,021	\$815,667
Program Total:	\$3,200,196		\$3,048,688	
Program FTE	14.83	5.17	13.26	4.74

Program Revenues				
Intergovernmental	\$0	\$877,198	\$0	\$815,667
Total Revenue	\$0	\$877,198	\$0	\$815,667

Explanation of Revenues

This program generates \$69,606 in indirect revenues. County General Fund plus four fundings from Oregon Youth Authority (OYA). FY 2024 budget for the first three funding listed below is 49% of the 2023-2025 GB OYA Proposed County Funding allocations to Multnomah County. GB is an abbreviation for Governor Budget. \$1,562,586 is the total 2023-2025 biennium allocations to Multnomah County for the Diversion services:

- 1) \$309,256 provides treatment services for substance abuse and mental health.
- 2) \$309,231 provides treatment services for female youths with a Class A misdemeanor and/or a more serious act of delinquency.
- 3) \$147,180 provides juvenile sex supervision and treatment services.
- 4) \$50,000 OYA Flex Fund, intergovernmental agreement (IGA) for individualized services. Funding provides services tailored to meet individual needs and case plans of adjudicated youth offenders. Current IGA ends 06/30/2023. FY 2024 budget assumes the current IGA will continue.

Significant Program Changes

Last Year this program was: FY 2023: 50058 Juvenile Field Probation

Program FTE (General Funds) - Total decreased by 1.57 FTE. In FY 2023, 1.00 FTE Juvenile Counselor position was transferred to PO 50066 Juvenile Community Interface Services (CIS program) via internal budget modification DCJ-007-23 1.00 FTE Juvenile Counselor position shifted to other funds, and 0.43 FTE shifted from other funds to general fund during grant balancing.

Program FTE (Other Funds) - In FY 2024, 1.00 FTE Juvenile Counselor position in other funds was eliminated and an additional 0.43 FTE position was shifted to the general fund.

Department: Community Justice **Program Contact:** Ken Jerin

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

Related Programs:
Program Characteristics:
Executive Summary

The Assessment and Evaluation (A&E) Program is a Behavior Rehabilitation Services (BRS), short term, trauma-informed, Qualified Residential Treatment Program (QRTP) accredited by The Joint Commission. A&E is designed to provide comprehensive assessment, individual skills training, goal setting and achievement, as well as stabilization and treatment readiness for youth. The A&E program serves high risk youth who may otherwise be in detention awaiting a community placement or placed on electronic monitoring. The goal of the program is to be a safe place where youth and their families can be connected to community resources or use their existing ones to create youth-specific, sustainable plans.

Program Description

The Assessment & Evaluation (A&E) program is a voluntary program for youth of all genders, ages 13-17, who require a staff secured, out of home placement for assessment, evaluation, stabilization, and transition planning. Youth may be enrolled for up to 90 days based on individual needs. Capacity for the program is 12 youth-4 are allotted to Department of Human Services (DHS) youth who are juvenile justice involved, 2 allotted to OYA Probation, and 6 allotted for Multnomah County juvenile justice involved youth. Participants receive an assessment administered by a licensed mental health professional, as well as a service plan that is developed by the Primary Counselor, parent (guardian), and the youth.

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

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of youth assessed	37	40	75	75
Outcome	Percent of youth exited with a successfully completed discharge plan	59%	75%	75%	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,934,679	\$377,009	\$1,981,767	\$517,503
Contractual Services	\$131,913	\$29,166	\$302,770	\$0
Materials & Supplies	\$5,060	\$48,129	\$55,060	\$0
Internal Services	\$286,703	\$56,515	\$316,170	\$94,858
Total GF/non-GF	\$2,358,355	\$510,819	\$2,655,767	\$612,361
Program Total:	\$2,869,174		\$3,268,128	
Program FTE	13.19	2.81	11.77	4.23

Program Revenues				
Intergovernmental	\$0	\$85,604	\$0	\$0
Service Charges	\$0	\$425,215	\$0	\$612,361
Total Revenue	\$0	\$510,819	\$0	\$612,361

Explanation of Revenues

This program generates \$94,858 in indirect revenues.

County General Fund plus:

- 1) \$224,181 Oregon Health Authority, Medical Assistance Programs provides rehabilitation services to Medicaid eligible youth authorized for Behavior Rehabilitation Services (BRS). FY 2024 budget is per FY 2022 actuals.
- 2) \$117,856 Funding from Oregon Dept. of Human Services (DHS) provides BRS Assessment and Evaluation for DHS youths (4 capacity) exhibiting behavioral disorders and authorized to receive BRS. Expect funding to continue in FY 2024.
- 3) \$270,324 Intergovernmental Agreement (IGA) with Oregon Youth Authority (OYA) for Multnomah County providing OYA youth ages 12-25 with Behavior Rehabilitation Services in accordance with OAR 410-170-0000 through 410-170-0120 and 416-335-0000 through 416-335-0100. Current IGA ends 06/30/2025 not to exceed \$551,681. FY 2024 budget is 49% of current IGA.

Significant Program Changes

Last Year this program was: FY 2023: 50063 Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation

Personnel Costs: Shifted total of 1.42 FTE from general fund to other funds.

2.00 FTEs Juvenile Custody Specialist positions was shifted from general fund to new OYA grants while 0.58 FTE Community Justice Manager position shifted from other funds to general fund.

Added OYA BRS Match \$67,581; BRS Authorizations and other contracts \$102,743; program furniture and supplies \$50,000.

Department: Community Justice **Program Contact:** Tracey Freeman
Program Offer Type: Existing **Program Offer Stage:** 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, African immigrant/refugee, and Latino/a 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 Description

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/group violence and 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.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of CHI-qualifying youth referred through Juvenile	110	75	100	100
Outcome	Percent of CHI-qualifying youth not receiving a new adjudication after entering services	80%	75%	75%	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$1,289,530	\$988,490	\$1,421,917	\$1,055,500
Total GF/non-GF	\$1,289,530	\$988,490	\$1,421,917	\$1,055,500
Program Total:	\$2,278,020		\$2,477,417	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$988,490	\$0	\$1,055,500
Total Revenue	\$0	\$988,490	\$0	\$1,055,500

Explanation of Revenues

County General Fund plus \$1,055,500 a portion funding from Oregon Youth Authority (OYA) Youth Gang Services.

Funding provides services designed to impact youth gang involvement and to decrease minority youth commitment to OYA institutions through short-term shelter and residential placements. FY 2024 budget is 49% of the 2023-2025 GB OYA Proposed County Funding allocations to Multnomah County. GB is an abbreviation for Governor Budget. \$3,842,027 is the total 2023-2025 biennium allocations to Multnomah County for the Gang Services.

Significant Program Changes

Last Year this program was: FY 2023: 50065 Juvenile Community Healing Initiative (CHI).

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

Executive Summary

Community Interface Services (CIS) 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 youth and families, prevent involvement in the juvenile justice system, restore victims, and reduce recidivism.

Program Description

Community Interface Services (CIS) is a longstanding program within the Juvenile Services Division aimed at reducing reliance on juvenile detention and interrupting harm to the community from systemic and institutional inequities. The model 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.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of youth who received a Formal Accountability Agreement	52	N/A	50	50
Outcome	Percent of Formal Accountability Agreements successfully completed	92%	N/A	80%	80%

Performance Measures Descriptions

New Measure 1: Changed to align with core functions of the program. Previous measure was not accurate due to changes caused by COVID-19.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$829,405	\$198,376	\$1,020,457	\$189,562
Contractual Services	\$73,928	\$6,619	\$25,714	\$6,619
Materials & Supplies	\$9,131	\$0	\$14,391	\$0
Internal Services	\$16,597	\$19,838	\$25,619	\$18,956
Total GF/non-GF	\$929,061	\$224,833	\$1,086,181	\$215,137
Program Total:	\$1,153,894		\$1,301,318	
Program FTE	5.65	1.35	6.80	1.20

Program Revenues				
Intergovernmental	\$0	\$224,833	\$0	\$215,137
Total Revenue	\$0	\$224,833	\$0	\$215,137

Explanation of Revenues

This program generates \$18,956 in indirect revenues.

County General Fund plus \$215,137 a portion of funding from Oregon Dept. of Education (ODE), Youth Development Division Juvenile Crime Prevention program.

Funding supports provision of high-risk Juvenile Crime Prevention Services that reduce rates of juvenile arrests and recidivism. FY 2024 budget is 49% allocation 2021-23 grant agreement assuming the funding will continue, because funding information for 2023-2025 biennium has yet to be provided by ODE.

Significant Program Changes

Last Year this program was: FY 2023: 50066 Juvenile Community Interface Services

Personnel Costs: 1.00 FTE Juvenile Counselor was transferred from PO 50058 FSU program via internal budget modifications DCJ-007-23.

0.15 FTE Juvenile Counselor position shifted to general fund.

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

Program Offer Type: Existing **Program Offer Stage:** 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 Description

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 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 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 Portland Police Bureau records department has been experiencing an extreme staff shortage which has affected the number of police reports they are able to process. In June 2022, they reported 26 vacancies in the records unit which resulted in a backlog of 60,000 police reports needing to be processed. The effect has resulted in fewer referrals to community providers during that time, however, we anticipate increased referrals as they process these reports.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of CHI Early Intervention youth referred	71	100	100	100
Outcome	Percent of CHI Early Intervention youth engaging in community-based support services	55%	75%	75%	75%
Output	Number of youth who receive gang prevention services	110	125	125	125

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$379,293	\$232,311	\$441,714	\$224,079
Total GF/non-GF	\$379,293	\$232,311	\$441,714	\$224,079
Program Total:	\$611,604		\$665,793	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$232,311	\$0	\$224,079
Total Revenue	\$0	\$232,311	\$0	\$224,079

Explanation of Revenues

County General Fund plus \$224,079 a portion of grant agreement with Oregon Dept. of Education (ODE), Youth Development Division Juvenile Crime Prevention program.

Funding supports provision of high-risk Juvenile Crime Prevention Services that reduce rates of juvenile arrests and recidivism. FY 2024 budget is 49% allocation 2021-23 grant agreement assuming the funding will continue, because funding information for 2023-2025 biennium has yet to be provided by ODE.

Significant Program Changes

Last Year this program was: FY 2023: 50067 CHI Early Intervention & Prevention Services

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.

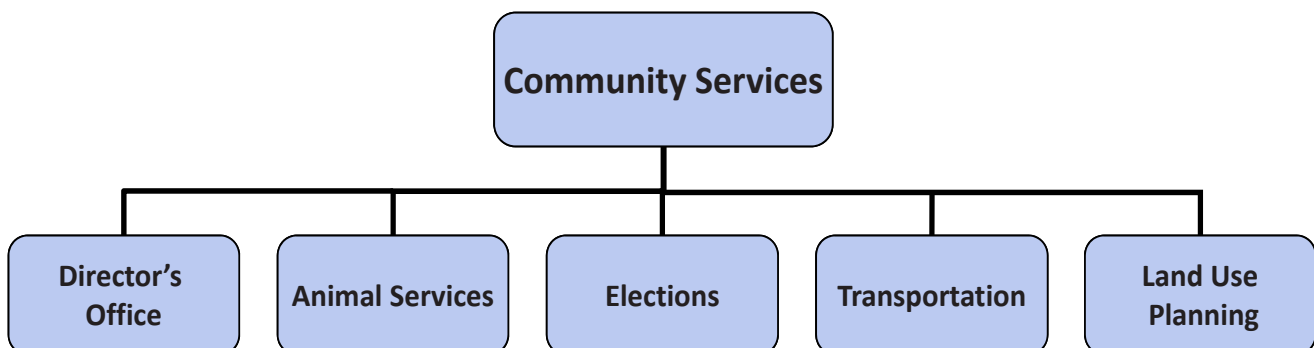
Mission: The Department of Community Services preserves harmony between natural and built environments, keeps people and pets safe, and ensures every voice is heard.

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

Values:

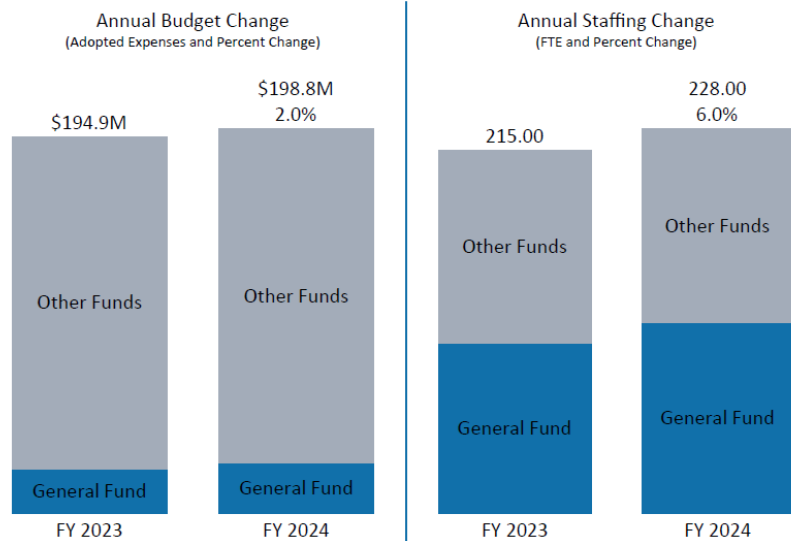
- Responsibility - We are resourceful and explore ways to deliver safe, responsive, effective, and sustainable services
- Integrity - We act with honesty, sincerity and high ethical standards
- Transparency - We promote an open process and communicate the reasons for actions and decisions
- Equity - 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 2024 budget development are to provide community residents and employees with a sense of safety, trust and belonging through our services, to look for efficiencies whenever possible to align with the mission, vision and values, and to use an equity and inclusion lens in implementing department programs and initiatives. As part of the Department of Community Services’ commitment to advancing racial justice our budget prioritizes activities that ensure all county residents are served equitably.



Budget Overview

The FY 2024 Department of Community Services (DCS) Adopted budget is \$198.8 million of which 13% is General Fund. Other Funds include the Road Fund \$75.8 million (38%), Burnside Bridge Fund \$51.0 million (26%), Willamette River Bridge Fund \$28.2 million (14%), Sellwood Bridge Replacement Fund \$8.6 million (4%), and Land Corner Preservation Fund, Video Lottery Fund, Animal Control Fund, Federal/State Fund, Coronavirus Response Fund, Bicycle Path Construction Fund (5%).



Recently, voters approved Charter Reform for Rank Choice Voting for elections. Initial implementation includes a one-time-only investment of \$463,000 (90009A) and ongoing costs associated with rank choice voting for voter education and outreach, technology & maintenance and customer service \$318,000 and 2.00 FTE (90009B). Some components of implementation costs (90009A) may extend into FY 2025.

Earthquake Ready Burnside Bridge (90019), this program will support the completion of the National Environmental Policy Act (NEPA) phase of the project in the summer of 2023 and the beginning of the design phase with a goal of 30% design completion by the end of FY 2024 and the initiation of right of way (ROW) phase of the project. DCS transportation division continues to track Federal, State and regional potential funding options for this project as significant funding gaps remain.

The budget includes a significant new ongoing investment in the Animal Services Division \$1,116,335 and 10.00 FTE (90005C, 90007B, 90008B). Thef

Budget Overview (continued)

majority of the additional staffing (7.00 FTE) centers on animal care and support animals receive while in the shelter. Department of County Assets program (78234) New Animal Service Facility, will begin site planning and conceptual design for a new animal shelter. The preliminary planning proposal will be brought to the Board of County Commissioners in the first half of FY 2024.

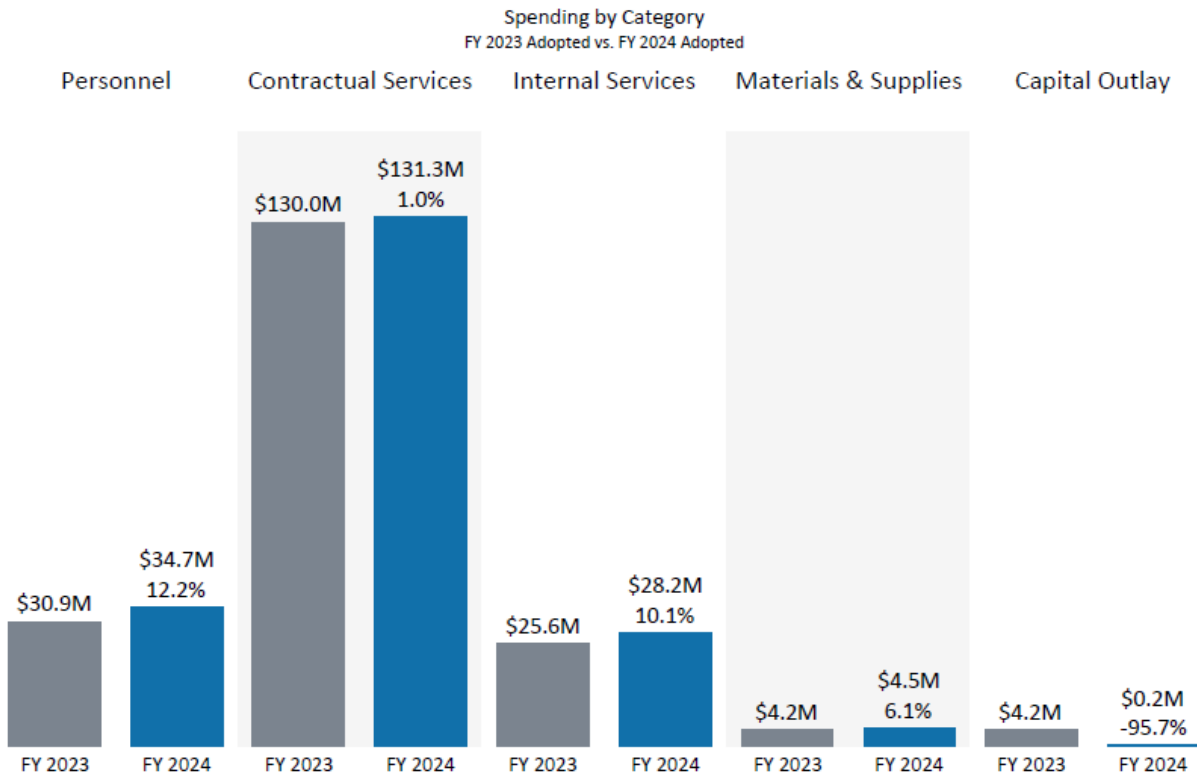
The FY 2024 budget includes \$1,308,335 in ongoing funding for new or enhanced programs and \$3,466,000 in one-time-only funding. A list of these programs can be found in the Budget Director’s Message.

Budget Trends	FY 2022	FY 2023	FY 2023	FY 2024	
	Actual	Current	Adopted	Adopted	Difference
		Estimate	Budget	Budget	
Staffing FTE	205.00	215.00	215.00	228.00	13.00
Personnel Services	\$24,203,012	\$26,971,780	\$30,873,962	\$34,652,785	\$3,778,823
Contractual Services	73,155,365	66,062,934	129,982,262	131,333,530	1,351,268
Materials & Supplies	2,148,983	2,727,143	4,208,158	4,466,445	258,287
Internal Services	19,950,004	23,705,185	25,636,286	28,213,666	2,577,380
Capital Outlay	<u>27,696</u>	<u>16,490</u>	<u>4,200,000</u>	<u>180,000</u>	<u>(4,020,000)</u>
Total Costs	\$119,485,060	\$119,483,532	\$194,900,668	\$198,846,426	\$3,945,758

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

Budget Overview (continued)

The chart below provides a breakdown of the budget's expense categories from FY 2023 to FY 2024. Personnel services experienced the largest percentage increase due to an additional 13.00 FTE with the majority of positions added in the Animal Services Division.



Successes and Challenges

Over the past year, DCS has faced many challenges and opportunities. As we continue to deliver services during the pandemic, we are focused on evaluating our services to assess if they meet the current needs of our community, and our equity goals, and support our staff to do the work that our community needs. DCS has embraced the concept of radically rethinking how we do our work. This 'radical rethinking' includes shifting the systems and structures we use to do our work and how our staff work within those new systems and structures. This ultimately leads us toward a transition in our culture. Culture is our shared vision and values. Out of this process, each division has developed a North Star that guides the direction they are heading. Equity is integrated into each North Star.

North Stars:

Elections: Multnomah County voters continue to trust that elections are secure, accurate, transparent and accessible.

Land Use Planning: Support equitable land use outcomes by delivering responsive and inclusive services.

Animal Services: Provide equitable services to the public and ensure high quality care for the animals in our shelter.

Transportation: Manage a transportation system that elevates health and safety, environmental stewardship, resiliency, and asset management through equitable engagement and data driven practices.

As we prepare to enter the next fiscal year, we are focused on supporting the transformations underway across the department, centering equity in our work, reimagining the workforce and improving communications and transparency for staff and community. The investments in the FY 2024 budget will focus on the systems and capacity necessary for our teams to do the work and serve the community effectively with a focus on Animal Services and Elections. These requests put the department on-track to deliver equitable services and create a workplace where employees feel valued and respected and have a real sense of belonging. And finally, a local government service provider that identifies and corrects past injustices and develops inclusive, accessible and welcoming practices to serve all of the community.

COVID-19 Impacts

The Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) became law in December 27, 2020. This Act included \$14 billion to be allocated to the transit industry nationwide during the COVID-19 public health emergency. In May 2021, Multnomah County was awarded \$3.7 million of CRRSAA funds to support the Transportation Division during COVID-related diminishing revenues. The Federal Highway Administration (FHWA) requires CRRSAA funds be spent by the end FY 2029. In FY 2024 \$1,930,000 will be used on the following capital improvement projects:

- Stark Street Bridge Replacement Feasibility Study & Design phase
- Traffic Signal Replacement Design phase
- Design and Construction Manual update
- Culturally Specific Outreach
- Storm Water Master Plan

Diversity, Equity, and Inclusion

The Department of Community Services is leading with action to ensure that every employee is engaged in contributing to equitable outcomes for Black Indigenous People of Color (BIPOC) and marginalized peoples both internally and in the communities we serve. We are actively involved with the community through public meetings, community advisory committees, the Land Use Planning Commission and the Title VI Transportation Equity Workgroup, whose goal is to ensure transportation equity best practices with particular attention to the pervasive and negative health effects of racism that disproportionately impact BIPOC communities.

Dismantling white dominant culture and centering BIPOC and marginalized voices has been at the forefront of our departmental equity work. We have made major strides in completing the Workforce Equity Strategic Plan (WESP) measures including restructuring our Equity Committee, hosting amazing College-to-County interns and being more proactive in integrating diversity and equity into our interview panels and questions.

We are focused on building a racially diverse workforce that reflects the communities we serve and empowers employees through intentional outreach to community based organizations and transforming our new employee orientation and onboarding practices by identifying barriers for BIPOC and marginalized employees.

The Equity Committee actively partners with the Equity and Organizational Culture Manager in conceptualizing, implementing and providing feedback on strategies designed to initiate and embrace the DCS Equity Strategic Plan. The philosophy behind the Equity Strategic Plan is that our work should be developmental. As we progress through the plan, we will continuously evolve and build on previous learning. The plan's initiatives support creating more inclusive teams for our BIPOC employees, involving every employee in building a common language and foundation of equity that will guide the department's work, reforming inequities for BIPOC and marginalized people and building stronger, more inclusive partnerships within the community. The department has begun executing the first of three phases to achieve our goals - building personal self-awareness - emphasizing the personal and learning knowledge related to racial equity.

This equity work will aid DCS in completing key WESP initiatives including training for managers and employees in equity and incorporating peer mentoring into the plan for new employees. In October 2022, leadership and Equity Committee members who had not previously participated in the event, attended the Northwest Public Employees Diversity Conference. All directors were also in attendance at the Executive Learning Series meeting in December 2022 where the WESP Annual Report was presented.

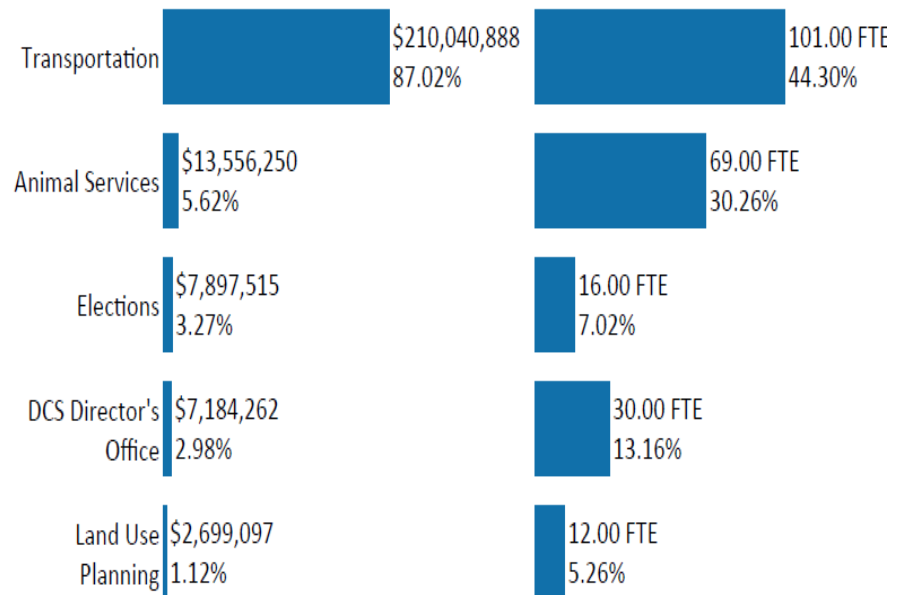
Diversity, Equity, and Inclusion (continued)

The FY 2024 Budget Equity Tool contains questions and recommendations for integrating equity throughout the budget process. The Equity and Organizational Culture Manager reviewed all program offers to ensure alignment with department and County initiatives and to include performance measures with a racial equity focus. The department Community Budget Advisory Committee will also meet with DCS leadership and the Equity and Organizational Culture Manager for feedback from the community later in February 2023.

Budget by Division

Division Name	FY 2024 General Fund	Other Funds	Total Division Cost	Total FTE
Director's Office	\$4,491,341	\$2,692,921	\$7,184,262	30.00
Animal Services	10,298,943	3,257,307	13,556,250	69.00
Elections	7,897,515	0	7,897,515	16.00
Land Use Planning	2,659,097	40,000	2,699,097	12.00
Transportation	<u>723,190</u>	<u>209,317,698</u>	<u>210,040,888</u>	<u>101.00</u>
Total Community Services	\$26,070,086	\$215,307,926	\$241,378,012	228.00

Includes cash transfers, contingencies and unappropriated balances



Director's Office

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

- Director's Office represents the Chair and Board of County 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 the Department of Community Services we meet statutory requirements and provide services and programs that meet the diverse needs and expectations of the community. This year's budget was developed with a focus on three key elements:

- Our mission, to preserve harmony between natural and built environments, keep people and pets safe and ensure every voice is heard.
- Investments in programs that ensure the well-being of pets in our care and ensure the effective implementation of new elections services.
- Organizational culture change centered on diversity, equity and inclusion.

These elements thread our diverse lines of businesses together to enable us to best serve the community. In FY 2024, the Department of Community Services continues to build capacity within the Director's Office to support the underpinnings for implementing the DCS Equity Plan and Workforce Equity Strategic Plan (WESP). The department also continues support for the fifth and final year of the Levee Ready Columbia project. Program 90004 includes \$150,000 to support the Vance Vision plan which will further define the understanding and needs for next steps in the development of the Vance properties.

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

Historically, the primary role of Multnomah County Animal Services has been animal control enforcement and stray animal sheltering. In harmony with County equity goals and the division North Star to provide quality care for animals and equitable services for the community, Animal Services is shifting resources toward supporting pet owners to care for and retain their animals. The aim is to prevent animals from needing shelter due to surrender or abandonment and to intervene prior to the need for enforcement activity. In order to help better serve the community, as well as animal care and enrichment, Animal Services is adding 10.00 FTE in FY 2024. This includes positions in Animal Care, Animal Services, and Field Services.

The division is consulting with the University of Wisconsin Shelter Medicine Program to make operational changes to its sheltering model, including intake processes, behavior management and animal pathways. Animal Services will also be reviewing practices in animal law enforcement and strategies for outreach and partnerships to enhance equity and accessibility in services.

Elections

Elections conducts transparent, accurate, accessible and accountable elections in Multnomah County and maintains the public's confidence and trust in the elections process. The division handles a wide range of local, city, county, state and federal elections for the citizens of all political districts within Multnomah County ranging from water district commissioner to the President of the United States and including votes on ballot measures and elected offices. 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 300 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 relationship building, community engagement and targeted education and outreach. Elections is also responsible for the Campaign Finance Disclosure program and investigating any related complaints.

Significant Changes

A strategic assessment of the Elections Division conducted in FY 2022 showed that the division has significant strengths—dedicated, mission-driven staff, a voter-focused customer service model that prioritizes education and outreach, advanced technology systems that streamline ballot processing and accessible voter services. However, it is under-staffed during normal operations and overstretched during election periods. These conditions combined with the persistent disinformation campaigns threaten the division's ability to reliably and safely administer elections for the residents of Multnomah County.

In response to the assessment, the FY 2024 budget includes funding for new programs that helped establish basic, adequate staffing for the division's work, year-round. Including reinstating the one-time-only funding for two limited-duration positions for voter education and outreach, customer service and a study of the steps necessary to implement a public campaign financing program.

The FY 2024 budget supports successful implementation of ranked choice voting as provided in recent City of Portland and Multnomah County charter amendments, by continuing the two limited duration positions, upgrading elections system software and developing voter education resources. The budget also sustains the North Star foundational values of secure, accurate and transparent elections and a healthy and resilient team through investments in elections infrastructure.

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

An organizational assessment conducted in the second quarter of FY 2022 identified the Zoning Code as the root cause of many organizational issues. In addition, as part of the division's efforts to address equity in the services it provides, the Zoning Code was found to include barriers to participation by BIPOC and underrepresented community members due to its bias towards property ownership and reliance on complicated and lengthy processes.

Configuration of a new permitting system is underway with a targeted implementation date in FY 2024. This project will replace an at-risk software system and expand it to include Code Compliance, Solid Waste and Recycling, the Transportation Division and certain County Service Districts. Current planning staff will continue to be heavily involved in the development of workflows, configuration and system testing into FY 2024.

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

In FY 2023, Transportation adapted to a new ODOT/DMV method for counting vehicles registered in each Oregon county in order to distribute the counties’ portion of the State Highway Fund (SHF). The changes made by ODOT, combined with an ongoing decline in local and state gas tax collections, resulted in a nearly \$2 million reduction in the Road Fund for FY 2023. A statewide \$0.02 gas tax increase in 2024 (from HB 2017) will help offset the FY 2024 decline, but gas tax revenue will continue to fall unless the Legislature acts. Portland has also proposed ending the Memorandum of Understanding that keeps \$3 million of SHF in the Road Fund and backfills the Bridge Fund with local vehicle registration fee collections. As a result, the \$3 million that the Road Fund saw from that agreement will be \$1.75 million in FY 2024 and \$0 in future fiscal years. The impact to the Road Fund will reduce capacity to do planned and unplanned capital and capital maintenance projects. To counteract these trends, the division will be developing a proposal for a long-term solution to transportation funding to present to the Board of County Commissioners.

Transportation continued its collaboration to create well-coordinated and informed responses to climate change and the disparate health impacts of the transportation system on communities of color. The division developed a policy agenda to ensure staff work with the same goals and values in mind when engaging at the regional and statewide level around transportation policy. Transportation completed a Strategic Asset Management Plan (SAMP) that will guide asset management work and progress during FY 2024-2026. The division also developed Asset Management Plans (AMP) for the Willamette River Bridges and the County road system.

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 2024 General Fund	Other Funds	Total Cost	FTE
Director's Office					
90000	Director's Office	\$2,441,513	\$789,183	\$3,230,696	12.00
90001	Human Resources	1,221,452	0	1,221,452	6.00
90002	Business Services	678,376	1,853,738	2,532,114	12.00
90004	Vance Vision Next Steps	150,000	0	150,000	0.00
90014	Levee Ready Columbia (IGA Obligation)	0	50,000	50,000	0.00
Animal Services					
90005A	Animal Services Client Services	2,053,133	775,000	2,828,133	15.00
90005C	Animal Services Client Services - Two Office Assistants Seniors	216,000	0	216,000	2.00
90006	Animal Services Field Services	2,176,971	5,500	2,182,471	14.00
90007A	Animal Services Animal Care	3,810,229	2,471,807	6,282,036	22.00
90007B	Animal Services Animal Care Staffing	786,335	0	786,335	7.00
90008	Animal Services Animal Health	1,142,275	5,000	1,147,275	8.00
90008B	Animal Services Animal Health - Dispatcher	114,000	0	114,000	1.00
Elections					
90009A	Charter Reform Rank Choice Voting Implementation	463,000	0	463,000	0.00
90009B	Charter Reform Rank Choice Voting: Voter Education and Outreach Staffing	318,000	0	318,000	2.00
90010A	Elections	6,224,515	0	6,224,515	14.00
90010B	Elections Infrastructure	133,000	0	133,000	0.00
90010C	Elections Voters Pamphlet	59,000	0	59,000	0.00
90010E	Elections - Special Elections	700,000	0	700,000	0.00
Land Use Planning					
90020	LUP Code Compliance	310,434	0	310,434	2.00
90021A	Land Use Planning	2,298,663	40,000	2,338,663	10.00
90021C	Land Use Planning capacity building resources for on-call support	50,000	0	50,000	0.00
Transportation					
90012	County Surveyor's Office	0	5,061,368	5,061,368	10.00
90013	Road Services	100,000	18,394,629	18,494,629	47.07

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 2024 General Fund	Other Funds	Total Cost	FTE
Transportation (cont.)					
90015	Bridge Services	0	42,667,040	42,667,040	28.58
90016	Transportation Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA)	0	1,930,000	1,930,000	0.00
90018A	Transportation Capital	0	46,566,260	46,566,260	11.00
90018B	Tier 2 ADA Ramps	623,190	1,111,810	1,735,000	0.00
90019	Earthquake Ready Burnside Bridge	0	50,988,712	50,988,712	3.50
90022	State Transportation Improvement Fund/Transit	0	2,014,213	2,014,213	0.85
90024	City Supplemental Payments	0	40,583,666	40,583,666	0.00
Total Community Services		\$26,070,086	\$215,307,926	\$241,378,012	228.00

Department: Community Services **Program Contact:** Lee Girard
Program Offer Type: Administration **Program Offer Stage:** Adopted
Related Programs: 90001, 90002
Program Characteristics:

Executive Summary

The Department of Community Services (DCS) oversees four areas: land use planning, transportation services for county roads and bridges, animal services and elections. Many of the services provided are mandated through Federal, State or local laws.

The Director's Office leads, manages and oversees these mandated and non-mandated department services and supports the implementation of both County and DCS initiatives across the divisions. The work of DCS is guided by its mission, vision and values.

Program Description

The Director's Office is accountable to the Chair, the Board of County Commissioners and the community for leadership and management of animal services, land use planning, transportation and elections, and is responsible for business services, human resources and equity & organizational culture department-wide.

The director works with division managers to establish priorities and strategies and provides support to implement projects and programs that are in alignment with department and board policies. The department is undergoing significant transformation within its workforce, focusing on implementation of its Equity Strategic Plan and establishing workforce equity initiatives department-wide.

The Equity Strategic Plan was formulated within the Equity Committee in cooperation with focus groups composed of employees. The goals of the plan fall into three domains: personal, cultural, and institutional, and is being rolled out in three phases moving from awareness and knowledge-building to practicing skills and building relationships with the local community.

The Director's Office supports culture change in each division through building personal and interpersonal communication and relationship-building skills as well as supporting management in an effort to departmentalize the Workforce Equity Strategic Plan and core competencies among staff and management. The Director's Office is approaching this transformation by meeting the needs of our diverse workforce while operating and adapting our systems and structures to meet current community needs. We are building an organization that values learning, continuous improvement and empowers staff.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of department wide communications	new	38	25	35
Outcome	Percent of employees receiving an annual evaluation	new	100%	100%	100%
Outcome	Percentage of Asset Management and GIS service requests completed on time	97%	95%	97%	95%

Performance Measures Descriptions

The percentage of employees receiving an annual evaluation or having periodic one-on-one meetings with their supervisors reflects the desired outcome for measuring performance. Department-wide communications include all-staff emails from the director, department newsletter, and all-staff meetings. Asset Management/GIS service requests submitted by DCS staff through the request portal must meet the response time proposed by the customer 95% of the time to ensure timely access to information.

Legal / Contractual Obligation

The Department of Community Services is established under County Code Chapter 13. The department is assigned the following functions: land use planning and development; services and duties prescribed by state law relating to special district annexations and withdrawals, services relating to county service districts and agencies relating to natural environment; services and duties prescribed by state law relating to construction maintenance and operations of county roads and bridges; surveys examinations, inspections, and issuance of permits relating to construction and occupancy of buildings and other facilities: animal services: and county elections.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,431,575	\$0	\$1,766,491	\$582,036
Contractual Services	\$264,657	\$0	\$367,191	\$10,000
Materials & Supplies	\$49,920	\$0	\$100,817	\$25,160
Internal Services	\$223,058	\$0	\$207,014	\$171,987
Total GF/non-GF	\$1,969,210	\$0	\$2,441,513	\$789,183
Program Total:	\$1,969,210		\$3,230,696	
Program FTE	7.00	0.00	8.00	4.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$23,207
Other / Miscellaneous	\$1,485,018	\$0	\$2,065,377	\$665,976
Service Charges	\$0	\$0	\$0	\$100,000
Total Revenue	\$1,485,018	\$0	\$2,065,377	\$789,183

Explanation of Revenues

This program generates \$101,740 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. 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 2023: 90000 Director's Office

The increase in the professional services budget supports the department's work around equity strategic planning, team building, cultural change and organizational development. The increase in Other /Miscellaneous revenues is the result of a change in the department indirect rate which was 15.50% in FY 2023 and is set at 17.48% in FY 2024. Changes in the department indirect revenue also are impacted as positions and salaries fluctuate each year. In FY 2023, the asset management team moved from Business Services into the Director's office in order to better support all divisions.

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

Executive Summary

The Department of Community Services (DCS) Human Resources program provides direct support to division managers and to current and prospective employees. Services provided include recruitment and selection services, performance management, employee orientation and organizational development, succession planning and consultation services regarding a wide range of management and employee and labor relations issues.

Program Description

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

Human resources staff consult and advise management and employees on interpreting and applying the county's human resources performance planning process, personnel rules, policies, procedures, collective bargaining and labor agreements, and other applicable laws and regulations governing public sector employment.

The program provides division managers with additional services including: Recruitment and retention services, analyzing recruitment practices to identify barriers to Black, Indigenous and People of Color (BIPOC) candidates, equity-informed orientation and onboarding practices, performance management consultation, discipline and grievance processing and dispute resolution.

The program facilitates the department's Family Medical Leave Act (FMLA) and Oregon Family Leave Act (OFLA) requirements, maintains its personnel records and provides an essential liaison relationship with the county's Central Human Resources and Labor Relations staff.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average days to fill recruitments	90	90	92.6	95
Outcome	Percent of new staff provided a 30-day new hire survey	100%	100%	100%	100%
Output	Number of outreach activities to increase diversity among applicants	N/A	4	4	4
Outcome	Percent of new employees who receive DEI resources.	N/A	100%	100%	100%

Performance Measures Descriptions

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,020,221	\$0	\$1,132,407	\$0
Contractual Services	\$0	\$0	\$5,000	\$0
Materials & Supplies	\$4,480	\$0	\$11,880	\$0
Internal Services	\$70,142	\$0	\$72,165	\$0
Total GF/non-GF	\$1,094,843	\$0	\$1,221,452	\$0
Program Total:	\$1,094,843		\$1,221,452	
Program FTE	6.00	0.00	6.00	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 2023: 90001A Human Resources

Program Offer 90001B DCS Wide Organizational, Cultural + Equity Support was adopted and added to FY24 for ongoing basis

Department: Community Services **Program Contact:** Britta Schinske
Program Offer Type: Support **Program Offer Stage:** Adopted
Related Programs: 90000, 90001
Program Characteristics:

Executive Summary

The Department of Community Services (DCS) Business Services program provides administrative, financial and business support for the department. Services include development, management and administration of the department's annual budget, grants management, accounts receivable and accounts payable, payroll, contracts and purchasing. Staff members serve as liaisons between the department and internal service providers such as the Department of County Assets, County Finance and the Central Budget Office.

Program Description

The program supports the work of the Department of Community Services by providing budget development, management and reporting, contracting and procurement, accounts payable and receivable, payroll, grant accounting, administrative support, and implementation of and compliance with all county, state and federal fiscal policies, and procedures related to the business of this department.

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

Business Services also manages two County service districts: The Dunthorpe-Riverdale Sanitary Sewer and Mid-Multnomah County Street Lighting service districts.

Business Services provides responsible leadership and sound budgetary and financial management and delivers results that are consistent with department and County priorities. Centering equity requires us to be intentional about the tools and processes we use to develop our budgets, to smartly use data to understand how we are meeting our goals, and to be thoughtful and transparent in how we talk about who we serve and the impact we're making. We ask for and earnestly listen to feedback from our staff, our customers and clients.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total dollars spent by DCS	176M	193M	120M	238M
Outcome	Percentage of invoices paid on time	86%	95%	95%	95%

Performance Measures Descriptions

Total dollars spent by DCS provide a general measurement of the activity level of Business Services. Invoices paid on time is the percentage of invoices paid within 30 days of the invoice date, which measures the effectiveness of the accounts payable process to issue timely payment to our vendors.

Legal / Contractual Obligation

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	2023	2023	2024	2024
Personnel	\$558,500	\$2,034,769	\$591,831	\$1,428,616
Contractual Services	\$0	\$14,000	\$15,000	\$1,250
Materials & Supplies	\$12,220	\$37,050	\$15,740	\$15,450
Internal Services	\$61,221	\$574,354	\$55,805	\$408,422
Total GF/non-GF	\$631,941	\$2,660,173	\$678,376	\$1,853,738
Program Total:	\$3,292,114		\$2,532,114	
Program FTE	3.00	14.00	3.00	9.00

Program Revenues				
Intergovernmental	\$0	\$1,525,023	\$0	\$1,599,104
Other / Miscellaneous	\$0	\$1,015,150	\$0	\$254,634
Service Charges	\$0	\$120,000	\$0	\$0
Total Revenue	\$0	\$2,660,173	\$0	\$1,853,738

Explanation of Revenues

This program generates \$249,721 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 2023: 90002 Business Services

The asset management team moved from Business Services into the Director's office (Program Offer 90000) in order to better support all divisions.

Department: Community Services

Program Contact: Lee Girard

Program Offer Type: New

Program Offer Stage: Adopted

Related Programs: 78210B

Program Characteristics: One-Time-Only Request

Executive Summary

This program offer builds on the work of the Vance Vision master planning process to define three distinct areas of the property: Park/open space concept, zoning/comprehensive plan alignment, and infrastructure analysis. These specific areas of work allow the department to explore immediate and short-term next steps and jurisdictional alignment, and identify resources or leverage for future phases of the work on the Vance Properties. This amendment allows for expedited efforts on the property and will reveal potential next steps and partnerships for development in all three areas of the site.

Program Description

The Vance site is an opportunity to transform nearly 90 acres of county-owned land in a neighborhood that's been historically underserved. The site's past uses as a quarry and municipal landfill left legacy issues that the surrounding community lives with today. The County now has a unique opportunity to work toward a future for Vance that meets both community and County needs.

The Vance properties, located in Rockwood, the most diverse region of Multnomah County, are envisioned as three interrelated development areas. The project is grounded in the following principles: Accommodate known and future County facility needs, center the needs of the people most impacted by the past and current uses, create a more equitable future for one of the most racially and ethnically diverse neighborhoods in the region, support the County's mission as a public health agency through investments in the built environment that positively impacts the social determinants of health for people in the surrounding neighborhoods and sustainably support the long-term environmental and economic well being of the community.

As provided above, this program offer provides funding to explore immediate and short-term next steps and jurisdictional alignment, and identify resources or leverage for future phases of the work on the Vance Properties. This work will further define understanding and needs for the next steps in the development of the properties including:

1. Zoning and Comprehensive Plan Analysis and Potential Plan Map Amendment
2. Technical Analysis for environmental and infrastructure.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Zoning Analysis Completed for Vance Properties	N/A	1	0	1
Outcome	Comprehensive documentation of the zoning and property entitlements for the Vance Properties	N/A	100%	35%	100%

Performance Measures Descriptions

Zoning Analysis report delivered.

Legal / Contractual Obligation

The Department of Community Services is established under County Code Chapter 13. The department is assigned the following functions: land use planning and development; services and duties prescribed by state law relating to special district annexations and withdrawals, services relating to county service districts and agencies relating to natural environment; services and duties prescribed by state law relating to construction maintenance and operations of county roads and bridges; surveys examinations, inspections, and issuance of permits relating to construction and occupancy of buildings and other facilities: animal services: and county elections.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$250,000	\$0	\$150,000	\$0
Total GF/non-GF	\$250,000	\$0	\$150,000	\$0
Program Total:	\$250,000		\$150,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by County General Funds one-time-only.

Significant Program Changes

Last Year this program was: FY 2023: 90004 Vance Vision Next Steps

This program was supported by one-time-only County General Funds in FY 2023 and will be again in FY 2024

Department: Community Services

Program Contact: Erin Grahek

Program Offer Type: Existing

Program Offer Stage: 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 services within the shelter facility, as well as support and resources for the community. Key service areas include staffing the call center, providing community information and referrals, managing the countywide pet licensing program, processing all animal services revenues, lost and found pet reunification services and communications. Support is prioritized based on equity considerations including income level and housing status, with multilingual support.

Program Description

The Client Services program provides services to residents of Multnomah County seven days a week, and delivers the following services: Call center staffing, pet licensing, revenue processing, lost and found services, and communications. The call center provides information, assistance and referrals for 50,000 annual phone customers. Business phone lines are staffed seven days a week, providing 45 hours of service each week. Calls received by the call center include lost and found inquiries, requests for low-income veterinary services, animal nuisance and cruelty/neglect complaints. Call center staff are trained to provide referrals and resources to callers 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 with help filing lost and found reports, tracing and contact services for owners whose pets have come to the shelter with identification, and reclaiming lost animals that are at the shelter. During the COVID-19 pandemic, starting in March 2020, Animal Services began waiving adoption, impound and boarding fees for all owners, to remove financial barriers which may otherwise prevent owners from being reunited with a lost pet. Adoption fees will be reinstated within the next few weeks, with no set timing to reinstate impound and boarding fees. In FY2024 Animal Services will pursue a fee equity study to review all fees, with the prospect of amending county code and waiving some fees on a permanent basis. Beginning in January 2022, Client Services expanded outreach efforts for found pets by posting stray animals with no contact tracing leads to social media platforms including Nextdoor and Facebook.

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 40,000 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. A licensing grace period was implemented from March 2020 to July 2021 during the COVID-19 pandemic, reducing these numbers.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Pet licenses processed	30,221	40,000	35,000	35,000
Outcome	Percentage of lost/stray dogs returned to owners	58%	58%	54%	58%
Output	Calls from the public	N/A	28,000	31,282	31,000
Outcome	Percentage of lost/stray cats returned to owners	8%	10%	17%	17%

Performance Measures Descriptions

Pet licenses processed include licenses that have been issued, but not licenses that are out of compliance and being managed by staff. Added performance measures include percentage of animals returned to owners and phone calls from the public seeking assistance with licensing, rehoming, adoption, lost & found pets, and a variety of other support 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	2023	2023	2024	2024
Personnel	\$1,772,139	\$0	\$1,820,581	\$0
Contractual Services	\$55,000	\$9,391	\$55,000	\$6,670
Materials & Supplies	\$32,190	\$8,723	\$58,320	\$18,722
Internal Services	\$112,736	\$0	\$119,232	\$0
Cash Transfers	\$0	\$1,096,886	\$0	\$749,608
Total GF/non-GF	\$1,972,065	\$1,115,000	\$2,053,133	\$775,000
Program Total:	\$3,087,065		\$2,828,133	
Program FTE	16.00	0.00	15.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$1,115,000	\$0	\$775,000
Financing Sources	\$1,096,886	\$0	\$749,608	\$0
Total Revenue	\$1,096,886	\$1,115,000	\$749,608	\$775,000

Explanation of Revenues

In the General Fund, the revenue represents the cash transfer from the Animal Services Fund to the General Fund. It includes revenue from 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 2023: 90005 Animal Services Client Services

Current state legislation includes a requirement for proof of rabies at the time of animal license issuance, which creates barriers to pet licensing. The rabies requirement significantly impacts the ability of owners to license their pets and this has become more challenging because of the COVID-19 pandemic as many veterinary clinics continue to have limited availability. Current year forecasted revenue continues to fall short of budget and in FY 2023 the plan has been lowered to better align with expectations due to enforcement of proof of rabies when licenses are issued. 1.00 FTE is reallocated from General Funds to Other funds in order to meet the department's General Fund constraint. This position will be asked to be reinstated with General Funds in FY 2025.

Department: Community Services**Program Contact:** Erin Grahek**Program Offer Type:** New**Program Offer Stage:** Adopted**Related Programs:** 90005, 90006, 90007, 90008**Program Characteristics:****Executive Summary**

The Multnomah County Animal Services (MCAS) Client Services program provides a broad range of customer services within the shelter facility, as well as support and resources for the community. Key service areas include staffing the call center, providing community information and referrals, managing the countywide pet licensing program, processing all animal services revenues, lost and found pet reunification services and communications. Support is prioritized based on equity considerations including income level and housing status, with multilingual support. Animal Services resumed in-person adoptions in FY2023. Program Offer 90005C will add 2 FTE as Office Assistant Seniors.

Program Description

Client Services provides assistance to residents of Multnomah County seven days a week and delivers the following services: Call center staffing, pet licensing, revenue processing, lost and found services, and communications.

Program Offer 90005C will add 2 FTE in the position Office Assistant Senior. Additional staff will provide ongoing support for newly refined intake processes and reopened in-person adoptions, lobby and information desk functions, reducing stress for the pets and an improved customer experience.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Pet licenses processed	New	New	New	35,000
Outcome	Percentage of lost/stray dogs returned to owners	New	New	New	58%
Outcome	Calls from the public	New	New	New	31,000
Outcome	Percentage of lost/stray cats returned to owners	New	New	New	17%

Performance Measures Descriptions

Pet licenses processed include licenses that have been issued, but not licenses that are out of compliance and being managed by staff. Animal Services is adding percentage of animals returned to owners (RTO) for dogs and cats, phone calls from the public that represents calls received seeking assistance with licensing, rehoming, adoption, lost & found pets, and a variety of other support 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	2023	2023	2024	2024
Personnel	\$0	\$0	\$193,114	\$0
Materials & Supplies	\$0	\$0	\$22,886	\$0
Total GF/non-GF	\$0	\$0	\$216,000	\$0
Program Total:	\$0		\$216,000	
Program FTE	0.00	0.00	2.00	0.00

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

Explanation of Revenues

N/A

Significant Program Changes

Last Year this program was:

This is a new program offer that will establish basic, adequate staffing for the division's work year-round.

Department: Community Services **Program Contact:** Erin Grahek
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs: 90005, 90007, 90008, 90009
Program Characteristics:

Executive Summary

The Multnomah County Animal Services (MCAS) Field Services is responsible for enforcement of a broad range of city, county and state laws, and provides 24-hour public safety emergency response to calls concerning animals attacking and injuring people or animals, as well as 24-hour emergency animal rescue for injured, sick and abused animals. Field Services also provides investigation services for animal bite, animal abuse and neglect and other animal nuisance cases. Field Services equitably supports the community with education and assistance in helping resolve neighborhood animal issues, provides owners with tools and resources to ensure appropriate care for their pets and coordinates with other county departments to holistically support issues and concerns.

Program Description

The Field Services program delivers animal control services to ensure public safety relating to animals. Services include responding to dog attacks, investigating animal bites, quarantining animals to meet public health requirements for rabies, picking up stray or deceased animals and assisting law enforcement agencies as first responders for situations that impact pets and people in the community such as house fires, emergency hospitalization, incarceration, vehicle accidents and evictions. Services are provided seven days a week, and emergency services are available 24 hours a day. This program serves all cities and unincorporated areas in Multnomah County.

Field Services responds to and investigates all cases of suspected animal abuse/neglect/abandonment, reports of dog fighting activities and ensures that humane standards of care are provided to all animals in licensed animal facilities (boarding facilities, breeding kennels, retail stores, etc.) Field Services responds to calls regarding animal nuisance complaints and provides community education, resources and information related to responsible pet ownership and compliance with city, county, and state laws involving animals. This program handles public records requests and coordinates administrative hearings for animal-related ordinance violations.

Field Services officers are from diverse backgrounds, with multilingual capabilities. They consider equity and possible community bias in filed complaints and respond with the goal of helping community members and disadvantaged pet owners retain and care for their animals. This includes direct support for residents experiencing low income or homelessness, as well as marginalized communities that have historically been underserved. Services often include responding to pet crises within camps for people experiencing homelessness, facilitating both emergency and non-emergency veterinary care, providing education and resources for stray dog issues due to limited secure enclosures or leash compliance, and providing boarding due to unanticipated emergency crises. Officers carry pet food and other supplies to meet the immediate needs of community members.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Calls Responded to by Officer	N/A	7,500	8,596	8,596
Outcome	Percentage of animal complaints resolved through non-punitive, supportive enforcement	N/A	90%	98%	95%

Performance Measures Descriptions

The number of calls that officers (ACO-2 positions) respond to, reflects complaints received by dispatch over the course of a year. These calls include dog attacks, cruelty/neglect, nuisance and stray animal complaints and bite investigations. Complaints resolved through supportive enforcement is a performance measure that tracks complaints where community members were provided education, resources, or other guidance that did not result in a notice of infraction or citation.

Legal / Contractual Obligation

Oregon Revised Statute (ORS) 609.010 to 609.190 pertains to state Animal Control mandates, which include: 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	2023	2023	2024	2024
Personnel	\$1,588,776	\$0	\$1,676,760	\$0
Contractual Services	\$130,000	\$0	\$130,000	\$0
Materials & Supplies	\$41,500	\$0	\$41,500	\$0
Internal Services	\$253,742	\$0	\$328,711	\$0
Cash Transfers	\$0	\$5,500	\$0	\$5,500
Total GF/non-GF	\$2,014,018	\$5,500	\$2,176,971	\$5,500
Program Total:	\$2,019,518		\$2,182,471	
Program FTE	14.00	0.00	14.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,500	\$0	\$5,500
Financing Sources	\$5,500	\$0	\$5,500	\$0
Total Revenue	\$5,500	\$5,500	\$5,500	\$5,500

Explanation of Revenues

In the General Fund, the revenue represents the cash transfer from the Animal Services Fund to the General Fund. It includes revenue from 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.

Significant Program Changes

Last Year this program was: FY 2023: 90006 Animal Services Field Services

Animal Services is partnering 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 in animal control and enforcement interventions. This includes a review of current policies and practices, followed by reform or creation of new policies and practices that support the human-animal bond in our community and ensure equitable access and engagement from Field Services. The focus will be on providing resources to the community and reserve punitive interventions for instances where there is no other alternative.

Department: Community Services

Program Contact: Erin Grahek

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs: 90005, 90006, 90008, 90009

Program Characteristics:
Executive Summary

The Multnomah County Animal Services (MCAS) Animal Care program provides humane shelter 365 days a year for lost, stray, injured, sick, abandoned, abused and neglected animals in Multnomah County. The program reunites animals with their owners and adopts animals into new homes. The primary goal for Animal Care is providing excellence in shelter care that supports the health and welfare of animals and supports the transition of animals from the shelter back to their owners, or into new homes when necessary.

Program Description

The Animal Care program provides comprehensive care to all animals in need of sheltering within Multnomah County, maintaining a clean, comfortable, safe and healthy environment with a focus on providing medical and behavioral support from the time of admission until the animal is either reunited with its owner, placed in a new home, transferred to regional adoption partners and rescues, or other outcomes.

In addition to providing shelter for stray, lost, sick, and injured animals in Multnomah County, Animal Care provides emergency boarding services for pets of underserved community members who are in crisis facing circumstances ranging from eviction, hospitalization, domestic violence, arrest, or other unforeseen events.

Animal Care provides pet adoption services based on the Adopters Welcome model from the Humane Society of the United States, which focuses on matching animals with new owners by eliminating barriers such as income or residence checks and excessive adoption fees. The adoption model embraces adopters and helps them succeed by providing ongoing support. Animal Services is working to prevent adoption returns for preventable conditions by developing pilot programs to expand post-adoption support to include enhanced transitional medical and behavioral support.

To produce the best outcomes and prevent behavioral deterioration, Animal Care conducts low stress behavior and medical evaluations at the time of intake, and works alongside Animal Health to provide interventions and treatments to address behavioral or medical concerns as early as possible. This results in better outcomes for animals and prevents behavioral deterioration in a stressful shelter environment.

Animal Care coordinates with volunteers in the shelter to provide enrichment, care and support to shelter animals as well as volunteer foster homes for animals in need of behavioral or medical rehabilitation, management, or socialization, and coordinates animal transfers with over 50 partner agencies to facilitate transfer of animals to appropriate services.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average length of stay (in days)	30	18	20	18
Outcome	Live Release Rate - Dogs (calendar year)	91%	92%	92%	92%
Outcome	Live Release Rate - Cats (calendar year)	88%	85%	89%	89%
Output	Emergency boarding provided (number of animals)	346	375	325	375

Performance Measures Descriptions

Live release rate is an industry benchmark that represents the percent of all animals returned to an owner, adopted or transferred. A lower average length of stay number creates a better long-term outcome for the animal. Emergency boarding represents the number of pets provided boarding when an owner experiences an unanticipated crisis and is temporarily unable to care for them.

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	2023	2023	2024	2024
Personnel	\$2,212,840	\$0	\$2,377,787	\$185,957
Contractual Services	\$7,000	\$734,792	\$7,000	\$587,154
Materials & Supplies	\$106,780	\$227,464	\$103,780	\$272,928
Internal Services	\$1,284,215	\$0	\$1,321,662	\$0
Cash Transfers	\$0	\$674,536	\$0	\$0
Unappropriated & Contingency	\$0	\$1,099,394	\$0	\$1,425,768
Total GF/non-GF	\$3,610,835	\$2,736,186	\$3,810,229	\$2,471,807
Program Total:	\$6,347,021		\$6,282,036	
Program FTE	21.00	0.00	21.00	1.00

Program Revenues				
Fees, Permits & Charges	\$0	\$225,000	\$0	\$25,000
Other / Miscellaneous	\$0	\$165,000	\$0	\$165,000
Financing Sources	\$174,536	\$0	\$0	\$0
Interest	\$0	\$16,800	\$0	\$23,000
Beginning Working Capital	\$0	\$2,329,386	\$0	\$2,258,807
Total Revenue	\$174,536	\$2,736,186	\$0	\$2,471,807

Explanation of Revenues

In the General Fund, revenue represents the cash transfer 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, Animal Services has temporarily suspended the assessment of impound and boarding fees in order to remove barriers for pet owners reuniting with lost pets. Other/Misc revenue represents the division's estimate of donation funds received during the year relating to the following initiatives: Animal Care (aka "Dolly's Fund", Adoption Outreach, Capital Improvements, Spay Neuter, Rehab/Replacement of the Animal Shelter).

Significant Program Changes

Last Year this program was: FY 2023: 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 this plan is supported through the Animal Control Capital Donation Fund (Shelter Dreams Account/Dedicated Revenue). In order to better inform the plan, Animal Services is partnering with the University of Wisconsin Shelter Medicine Program. A primary goal of the partnership is to review and evaluate internal processes to ensure excellence in the quality of care provided for animals in the shelter, including prioritizing behavioral and medical needs, providing enhanced enrichment, shortening length of stay, and improving re-homing processes.

1 FTE is reallocated from PO 90005A to other funds in PO 90007A in order to meet the department's General Fund constraint. This position will be asked to be reinstated with General Funds in FY 2025.

Department: Community Services

Program Contact: Erin Grahek

Program Offer Type: New

Program Offer Stage: Adopted

Related Programs: 90005, 90006, 90008, 90009

Program Characteristics:
Executive Summary

The Multnomah County Animal Services (MCAS) Animal Care program provides humane shelter 365 days a year for lost, stray, injured, sick, abandoned, abused and neglected animals in Multnomah County. The program reunites animals with their owners and adopts animals into new homes. The primary goal for Animal Care is providing excellence in shelter care that supports the health and welfare of animals and supports the transition of animals from the shelter back to their owners, or into new homes when necessary. This offer allows for an additional 7.00 FTE to support Animal Care goals.

Program Description

Review of industry standards of care related to staffing, indicates that additional staff are required, based on in-shelter population over the last year. Staffing calculations are based on 20 minutes per day for care and feeding and 15 minutes per day for walking/human contact. The formula for care includes paid staff and volunteers. The seven additional positions in this program will allow Animal Services to successfully meet the day to day care and support needed for the pets in care at the shelter.

The additional positions includes four Animal Care Tech 1, and three Animal Care Tech 2, for a total of seven new positions.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average length of stay (in days)	New	New	New	18
Outcome	Live Release Rate - Dogs (calendar year)	New	New	New	92%
Outcome	Live Release Rate - Cats (calendar year)	New	New	New	89%
Outcome	Emergency boarding provided (number of animals)	New	New	New	375

Performance Measures Descriptions

Live release rate is an industry benchmark that represents the percent of all animals returned to an owner, adopted or transferred. A lower average length of stay number creates a better long-term outcome for the animal. Emergency boarding represents the number of pets provided boarding when an owner experiences an unanticipated crisis and is temporarily unable to care for them.

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	2023	2023	2024	2024
Personnel	\$0	\$0	\$646,190	\$0
Contractual Services	\$0	\$0	\$28,145	\$0
Materials & Supplies	\$0	\$0	\$112,000	\$0
Total GF/non-GF	\$0	\$0	\$786,335	\$0
Program Total:	\$0		\$786,335	
Program FTE	0.00	0.00	7.00	0.00

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

Explanation of Revenues

N/A

Significant Program Changes

Last Year this program was:

This is a new program offer that will help establish basic, adequate staffing for the division's work year-round.

Department: Community Services

Program Contact: Erin Grahek

Program Offer Type: Existing

Program Offer Stage: 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, stray, injured, sick, abandoned, abused and neglected animals found in Multnomah County. The program provides comprehensive veterinary care and contracts services with veterinary emergency hospitals in the community. In addition to standard veterinary care, the Animal Health program 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 to improve the quality of life for sick and injured animals.

Program Description

The Animal Health (AH) 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, preventative treatments including vaccinations, and emergency medical care for animals in distress. Animal Health provides surgical care when necessary, including performing spay and neuter surgeries for animals 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. This type of specialized care is funded by private donations via Dolly's Fund, which was established to provide medical care for animals that otherwise would not receive the treatment they need.

In addition to surgical procedures for shelter animals, Animal Health 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. This program provides equitable services to underserved community members who are unable to access this vital type of veterinary care through other means. The success of this program is systemically correlated with a manageable shelter population, reduced euthanasia, and reduced pet overpopulation in the community over time.

Animal Health 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 that work to rehabilitate or socialize homeless animals in preparation for placement into new homes. Animal Health coordinates with Field Services and contracts with veterinary hospitals to provide emergency care for animals in the community in need of immediate intervention.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Veterinary Consultations and Treatments Provided	14,076	7,500	14,826	14,000
Outcome	Surgeries provided to improve medical and behavior conditions for shelter animals	1,182	1,500	1,400	1,500
Outcome	Low-cost spay/neuter surgeries provided to the public	N/A	300	1,500	1,500

Performance Measures Descriptions

Shelter medicine is an integral part of effective animal shelter management. Animal Health has primary responsibility for this element. Key focus of Animal Health is the health and wellbeing of the pets in the care of animal services and the goal to help manage the overall community pet population through low cost spay neuter surgeries, in partnership with the Animal Shelter Alliance of Portland (ASAP).

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	2023	2023	2024	2024
Personnel	\$1,023,038	\$0	\$1,085,743	\$0
Contractual Services	\$91,000	\$0	\$0	\$0
Materials & Supplies	\$147,460	\$0	\$56,532	\$0
Cash Transfers	\$0	\$7,500	\$0	\$5,000
Total GF/non-GF	\$1,261,498	\$7,500	\$1,142,275	\$5,000
Program Total:	\$1,268,998		\$1,147,275	
Program FTE	8.00	0.00	8.00	0.00

Program Revenues				
Financing Sources	\$7,500	\$0	\$5,000	\$0
Service Charges	\$0	\$7,500	\$0	\$5,000
Total Revenue	\$7,500	\$7,500	\$5,000	\$5,000

Explanation of Revenues

In the General Fund, the revenue represents the cash transfer from the Animal Services Fund to the General Fund. Service Charges (\$5,000) 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 2023: 90008 Animal Services Animal Health

MCAS is partnering with the University of Wisconsin Shelter Medicine Program. A primary goal of the partnership is 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 redirecting resources for animals most in need and eliminating unnecessary routines. MCAS is also expanding services contracted with emergency veterinary hospitals to equitably serve community members and their animals.

Department: Community Services **Program Contact:** Erin Grahek
Program Offer Type: New **Program Offer Stage:** Adopted
Related Programs: 90005, 90006, 90007, 90008
Program Characteristics:

Executive Summary

Field Services is responsible for enforcement of a broad range of city, county and state laws, and provides 24-hour public safety emergency response to calls concerning animals attacking and injuring people or animals, as well as 24-hour emergency animal rescue for injured, sick and abused animals. Field Services also provides investigation services for animal bite, animal abuse and neglect and other animal nuisance cases. Field Services equitably supports the community with education and assistance in helping resolve neighborhood animal issues, provides owners with tools and resources to ensure appropriate care for pets and coordinates with other county departments to holistically support issues and concerns. Program Offer 90006B provides for an additional FTE Dispatcher position.

Program Description

The Field Services program delivers animal control services to ensure public safety relating to animals. Services include responding to dog attacks, investigating animal bites, quarantining animals to meet public health requirements for rabies, picking up stray or deceased animals and assisting law enforcement agencies as first responders for situations that impact pets and people in the community such as house fires, emergency hospitalization, incarceration, vehicle accidents and evictions. Services are provided seven days a week, and emergency services are available 24 hours a day. This program serves all cities and unincorporated areas in Multnomah County.

Field Services responds to and investigates all cases of suspected animal abuse/neglect/abandonment, reports of dog fighting activities and ensures that humane standards of care are provided to all animals in licensed animal facilities (boarding facilities, breeding kennels, retail stores, etc.) Field Services responds to calls regarding animal nuisance complaints and provides community education, resources and information related to responsible pet ownership and compliance with city, county, and state laws involving animals. This program handles public records requests and coordinates administrative hearings for animal-related ordinance violations.

Field Services officers are from diverse backgrounds, with multilingual capabilities. They consider equity and possible community bias in filed complaints and respond with the goal of helping community members and disadvantaged pet owners retain and care for their animals. This includes direct support for residents experiencing low income or homelessness, as well as marginalized communities that have historically been underserved. Services often include responding to pet crises within camps for people experiencing homelessness, facilitating both emergency and non-emergency veterinary care, providing education and resources for stray dog issues due to limited secure enclosures or leash compliance, and providing boarding due to unanticipated emergency crises. Officers carry pet food and other supplies to meet the immediate needs of community members.

Work is assigned to animal control officers via the dispatch team. This team receives a high volume of calls and assigns work to officers based on geographic district assignments. A third dispatcher would allow more capacity to pre-screen dispatch calls, create cases and manage workflow in a true dispatch model.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of calls responded-to by officer	N/A	7,500	8,596	8,596
Outcome	Percentage of animal complaints resolved through non-punitive, supportive enforcement	N/A	90%	98%	95%

Performance Measures Descriptions

The number of calls that officers (ACO-2 positions) respond to, reflects complaints received by dispatch over the course of a year. These calls include dog attacks, cruelty/neglect, nuisance and stray animal complaints and bite investigations. Complaints resolved through supportive enforcement is a performance measure that tracks complaints where community members were provided education, resources, or other guidance that did not result in a notice of infraction or citation.

Legal / Contractual Obligation

Oregon Revised Statute (ORS) 609.010 to 609.190 pertains to state Animal Control mandates, which include: 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	2023	2023	2024	2024
Personnel	\$0	\$0	\$92,165	\$0
Materials & Supplies	\$0	\$0	\$21,835	\$0
Total GF/non-GF	\$0	\$0	\$114,000	\$0
Program Total:	\$0		\$114,000	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

In the General Fund, the revenue represents the cash transfer from the Animal Services Fund to the General Fund. It includes revenue from 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.

Significant Program Changes

Last Year this program was:

Animal Services will add 1.00 FTE at the dispatcher classification, to provide support across all field officer districts. The dispatcher will broaden the division's ability to manage field services calls and prescreen to develop more specific call assignments for officers.

Department: Community Services **Program Contact:** Tim Scott
Program Offer Type: New **Program Offer Stage:** Adopted
Related Programs: 90009B, 90010
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer provides one-time-only (OTO) funds for three components of ranked choice voting (RCV) implementation in the 2024 general election: a limited duration full-time Project Manager position to oversee implementation of RCV, the manufacturer licensing fee for upgrade of ballot design and tally system software to add RCV capability, and development and production of RCV voter education and outreach media and materials.

Program Description

City of Portland Measure 26-228 and Multnomah County Measure 26-232 require implementation of RCV for City contests by the 2024 General Election and County contests by the 2026 General Election, respectively. Implementation of RCV requires extensive review and updates to election policies, technology, and processes as well as concerted voter education to ensure Multnomah County Elections continues to conduct transparent, accurate, accessible, and accountable elections, and maintains the public's confidence and trust in the elections process. The Department of Community Services has initiated this work in FY 2023 through limited support from existing staff and a temporary project manager.

The limited duration Project Manager position will oversee Multnomah County's implementation of RCV. In addition to managing internal implementation efforts, the Project Manager will work with staff from the City of Portland, State, and Clackamas and Washington counties to coordinate updates to election codes and regulations, implementation of multicounty RCV contests, updates to technology for RCV elections administration and results reporting, and development and implementation of voter education campaigns.

This program offer also provides funds for the one-time manufacturer licensing fee to upgrade the County's voting system software. The County will also incur increased ongoing maintenance fees for voting system software (see "Elections Infrastructure (90010B)").

Implementation of RCV will involve significant changes to how ballots are designed, filled out by voters, and tabulated, as well as how election results are reported. This program offer provides funds for a consultant to plan a voter education media campaign and for development of education and outreach media such as videos, website resources, and printed materials to support conducting accessible RCV elections, providing outreach and education for all potential voters and candidates, and centering the needs of communities of color, people with disabilities and speakers of languages other than English.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Project Manager develops IGA for tri-county RCV collaboration	New	New	New	1
Outcome	Percent of RCV software package purchased	New	New	New	100%

Performance Measures Descriptions

The output measure refers to the IGA that the Project Manager will help negotiate between Multnomah, Clackamas and Washington counties for the successful implementation of Ranked Choice Voting for the City of Portland which spans all three counties. The outcome measure refers to the software that will be required to conduct Ranked Choice Voting. Part of this program offer covers the initial licensing costs of this software upgrade to the ballot layout and tally software.

Legal / Contractual Obligation

The items funded by this program offer will create ballots, provide staff assistance for implementing RCV, and help the County meet the needs of voters learning about RCV that will be implemented as required by: Oregon Revised Statutes 246.200, which provides county clerks are responsible for conducting elections; Portland City Charter, Article 1, Section 3-102, which requires use of RCV to commence with the 2024 general election; and Multnomah County Home Rule Charter, Chapter XI, 11.15(4), which requires using RCV no later than the 2026 general election.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$163,000	\$0
Contractual Services	\$0	\$0	\$150,000	\$0
Materials & Supplies	\$0	\$0	\$150,000	\$0
Total GF/non-GF	\$0	\$0	\$463,000	\$0
Program Total:	\$0		\$463,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by one-time-only County general funds.

Significant Program Changes

Last Year this program was:



Program #90009B - Charter Reform Rank Choice Voting: Voter Education and Outreach Staffing FY 2024 Adopted

Department: Community Services **Program Contact:** Tim Scott
Program Offer Type: New **Program Offer Stage:** Adopted
Related Programs: 90009A, 90010
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer provides funds for ranked choice voting (RCV) system software maintenance fees and two full-time limited duration positions in the Elections Division. The positions will support voter education, outreach, and customer service, including for implementation of RCV for City of Portland contests by the 2024 General Election and for Multnomah County contests by the 2026 General Election, as well as implementation of the new Oregon Votes registration database. The one time only personnel funds will pay for the continuation of a limited duration voter education and outreach Program Technician (bilingual) position and limited duration Clerical Unit Supervisor position that were established on a pilot basis with one-time-only (OTO) funds in FY 2023.

Program Description

The FY 2023 Adopted Budget provided one time only funds for two limited duration, full-time pilot positions in Elections: a Program Technician (bilingual) in Voter Education & Outreach (VEO) and a Clerical Unit Supervisor to support front-line customer service staff. This program offer provides continued one time only funds for these positions, supporting implementation of RCV. This program offer also provides one time only funds for an increase in the annual maintenance fee associated with necessary upgraded software for ballot design and vote tabulation to support County implementation of RCV.

The Program Technician assists in culturally-specific voter education activities and community outreach, and provides language services. The position supports data collection, communications, strengthening VEO program language assistance services, and continues to build a framework to support voting for citizens who speak a language other than English in the home. The Program Technician directly supports the RCV implementation consistent with the division’s vision of conducting accessible elections, providing outreach and education for all potential voters and candidates, and centering the needs of communities of color, people with disabilities, and speakers of languages other than English.

The Clerical Unit Supervisor provides leadership to Elections staff who are the first point-of-contact to voters that need help with voter registration and voting. This includes supporting staff in testing of the new statewide Oregon Votes registration database. Testing of the new system begins in spring 2023 and is scheduled to go live in summer 2023. The system will also enhance VEO activities by streamlining electronic registration and allowing for improved data collection on the effectiveness of voter outreach activities to underrepresented communities. As the County implements RCV, the position will lead customer service staff fielding an anticipated increase in voter assistance requests. The position will provide leadership capacity to support frontline workers by reinforcing training on language interpretation services, racial equity, Think Yes customer service standards, and trauma informed service delivery.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of regular and on-call customer service workers trained on RCV rules	New	New	New	43
Outcome	Outreach interactions with voters about RCV	New	New	New	1,000

Performance Measures Descriptions

The performance measures for FY24 include
1) the estimated number of customer-facing staff trained on RCV rules by the Clerical Unit Supervision, and
2) the number of voter outreach interactions with voters at in person events by the VEO program tech position.

Legal / Contractual Obligation

The two positions funded by this program offer will help Multnomah County meet the needs of voters learning about Ranked Choice Voting that will be implemented as required by: Oregon Revised Statutes 246.200, which provides county clerks are responsible for conducting elections; Portland City Charter, Article 1, Section 3-102, which requires use of RCV to commence with the 2024 general election; and Multnomah County Home Rule Charter, Chapter XI, 11.15(4), which requires use of RCV no later than the 2026 general election.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$262,742	\$0
Contractual Services	\$0	\$0	\$50,000	\$0
Materials & Supplies	\$0	\$0	\$5,258	\$0
Total GF/non-GF	\$0	\$0	\$318,000	\$0
Program Total:	\$0		\$318,000	
Program FTE	0.00	0.00	2.00	0.00

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

Explanation of Revenues

This program is supported by one time only County General Funds.

Significant Program Changes

Last Year this program was:

In FY 2023 these two FTE were funded by one-time-only County General Fund under 90010D and 90010E.

Department: Community Services **Program Contact:** Tim Scott
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs: 90010B
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, and recall elections can also be called at any time of the year. This program offer supports the entire elections program, covering 14 full-time and up to 300 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 Description

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 300 on-call election workers to assist its 14 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 priorities and activities are 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 county campaign finance contribution limits and disclosure program that became fully operational in September 2021. Elections is responsible for educating candidates about contribution limits and disclosure requirements on campaign advertising and is responsible for investigating complaints.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percentage of voters using ballot tracking	27%	31%	27%	29%
Outcome	Percent of customers who are satisfied with counter service	98%	97%	98%	97%
Outcome	Personnel cost per 1,000 ballots cast	\$920	\$1,000	\$811	\$1,100

Performance Measures Descriptions

Percent of voters using ballot tracking is percent of voters using BallotTrax to track and receive messages about their ballot status. Percent of customers satisfied with counter service is percent of customers indicating that service met or exceeded expectations. FY 2022 Actual for the personnel cost measure is for the May 2022 election; FY 2023 Purchased and FY 2023 Estimate are for the November 2022 election; and FY 2024 Offer is for the May 2024 election.

Legal / Contractual Obligation

County Code of Ordinances, Chapter 5, addresses initiative/referendum petition process and filling county office vacancies. County Administrative Rules, Language, Communication and Cultural Access Policy, Oregon Administrative Rules, Chapter 165, addresses uniformity in conduct of elections. Oregon Revised Statutes, Chapters 246 to 260, provide authority for conducting elections. Federal Title VI of the Civil Rights Act, the Voting Rights Act, National Voter Registration Act, Help America Vote Act, and 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	2023	2023	2024	2024
Personnel	\$2,486,204	\$0	\$2,880,582	\$0
Contractual Services	\$1,518,675	\$0	\$1,352,819	\$0
Materials & Supplies	\$533,924	\$0	\$541,627	\$0
Internal Services	\$1,275,387	\$0	\$1,449,487	\$0
Total GF/non-GF	\$5,814,190	\$0	\$6,224,515	\$0
Program Total:	\$5,814,190		\$6,224,515	
Program FTE	14.00	0.00	14.00	0.00

Program Revenues				
Intergovernmental	\$85,000	\$0	\$0	\$0
Service Charges	\$1,470,414	\$0	\$910,821	\$0
Total Revenue	\$1,555,414	\$0	\$910,821	\$0

Explanation of Revenues

Intergovernmental Revenue has been reduced by \$85,000 because payments from the State for costs associated with Oregon Motor Voter end in FY23. The funding to address this loss is covered in program offer 90010B and covers the majority of 1.00 FTE whose primary job function is to process new voter registrations, many of which originate at DMV.

Additional funding is provided by the County General Fund.

Significant Program Changes

Last Year this program was: FY 2023: 90010A Elections

Intergovernmental Revenue has been reduced by \$85,000 because payments from the State for costs associated with Oregon Motor Voter end in FY23. This program excludes the November 2023 voters' pamphlet which was proposed to be cut to help the department cover its share of the general fund constraint. It is proposed to be restored with ongoing funds in program offer 90010C.

Department: Community Services

Program Contact: Tim Scott

Program Offer Type: New

Program Offer Stage: Adopted

Related Programs: 90010A

Program Characteristics:
Executive Summary

This program offer provides ongoing funds to account for increasing costs and decreasing revenue to support important elections infrastructure, including: increasing maintenance costs of elections signature verification systems and ballot extraction hardware, and the elimination of Oregon Motor Voter funding.

Program Description

The Elections Division faces a combination of increasing costs and decreasing revenue to sustain elections infrastructure that is critical to administering elections. This program offer provides ongoing funds for increasing costs of technology maintenance fees for signature verification systems and hardware maintenance fees for semi-automated ballot extractors. The program offer also provides ongoing funds to offset the elimination of Oregon Motor Voter (OMV) funding, which provided annual funding to the County in each of the last eight years. The OMV funding has been used to fund one FTE that helps process the increased voter registration activity brought about by OMV. This program offer will continue funding that position. The ongoing funds provided by this program offer address stand-alone elections infrastructure issues that would otherwise require reductions in other areas of the budget that could create risk of failure in statutorily mandated services. The funds also support the Elections North Star foundational values of Secure, Accurate and Transparent Elections and Healthy and Resilient Team.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of ballot envelopes opened with semi-automated extractors	New	New	New	100%
Outcome	Percent of registration position paid previously by OMV funds.	New	New	New	85%

Performance Measures Descriptions

The output measure refers to the percentage of ballot envelopes that are opened by the semi-automated extraction machine. The outcome measure refers to the position that was previously funded by payments from the state to offset the costs of Oregon Motor Voter. This program offer will continue to fund that position through the general fund.

Legal / Contractual Obligation

County Code of Ordinances, Chapter 5, addresses initiative/referendum petition process and filling county office vacancies. County Administrative Rules, Language, Communication and Cultural Access Policy, Oregon Administrative Rules, Chapter 165, addresses uniformity in conduct of elections. Oregon Revised Statutes, Chapters 246 to 260, provide authority for conducting elections. Federal Title VI of the Civil Rights Act, the Voting Rights Act, National Voter Registration Act, Help America Vote Act, and 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	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$133,000	\$0
Total GF/non-GF	\$0	\$0	\$133,000	\$0
Program Total:	\$0		\$133,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by ongoing County general funds.

Significant Program Changes

Last Year this program was:

Department: Community Services **Program Contact:** Tim Scott
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs: 90010A, 90010C, 90010D
Program Characteristics:

Executive Summary

This program offer provides additional ongoing funds to restore the November 2023 voters' pamphlet which was proposed to be cut to help the department cover its share of the general fund constraint.

Program Description

The Elections Division has focused its constrained program offer 90010A on statutorily mandated functions like voter registration, printing, mailing, and processing ballots and was unable to fund the November 2023 voters' pamphlet. The County voters' pamphlet is not mandated by State law or County code but is a key component to voter engagement, education, and access. Program offer 90010C is an offer to restore Elections' portion of the FY 2024 general fund budget constraint and thereby restoring this communication tool that voters have come to expect.

The County voters' pamphlet is the Elections Division's most broadly distributed education and outreach tool, promoting equitable elections access for voters, candidates, and campaigns. It is mailed to every household and contains basic information about voter registration and voting in the County's seven 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 a cost ranging from \$25 to \$300 depending on the position, and arguments for or against any measure can be printed. The State does not produce a voters' pamphlet in odd-numbered years, so without the County voters' pamphlet there would be no option for candidates to file statements or for measure arguments to be published.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	November 2023 County Voters' Pamphlet Restored	New	New	New	1
Outcome	Percentage of households reached by voters' pamphlet	New	New	New	100%

Performance Measures Descriptions

The output measure refers to the number of voters' pamphlets that would be funded by this program offer and the outcome measure refers to the percentage of households in districts involved in the November 2023 election that would be reached with the voters' pamphlet.

Legal / Contractual Obligation

While the creation of a county voters pamphlet is not mandated by state statute or county code, many of the components of the Multnomah County voters' pamphlet meet requirements of the Multnomah County Language, Communication and Cultural Access Policy and best practices for language access in elections.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$59,000	\$0
Total GF/non-GF	\$0	\$0	\$59,000	\$0
Program Total:	\$0		\$59,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by ongoing County general funds.

Significant Program Changes

Last Year this program was: FY 2023: 90010C Elections Capacity - Ballot Production

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

Executive Summary

There is the possibility for Multnomah County to be required to conduct two special elections annually. This program offer provides funding for the Elections Division to administer these elections, should they be required. Each of the two possible special elections is funded by \$350,000 for a total of \$700,000.

Program Description

Oregon statutes specify four election dates every calendar year. Those dates are the 2nd Tuesday in March, the 3rd Tuesday in May, the 4th Tuesday in August, and the 1st Tuesday after the first Monday in November. During odd years, the May Special Election is the only election with candidate positions scheduled. During even years, the May Primary and November General are the only elections with candidate positions scheduled. Ballot Measure referrals can be placed on any of the four scheduled election dates.

Program offer 90010A provides funding for the November and May election dates because those are when most jurisdictions hold elections in Oregon and when the Primary and General election are conducted. This program offer provides funding for any elections that the Multnomah County Elections Division would be required to conduct in August or March.

The August and March election dates are for conducting special elections. A special election is an election scheduled on an election date other than the usual date for the jurisdiction to elect officers. Special elections are often called to fill a vacancy in an elective office or for jurisdictions to refer a ballot measure to voters. Under Oregon law, any jurisdiction that holds a special election in August or March is required to reimburse the county for the costs incurred to conduct the election.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of special elections funded	0	0	0	2
Outcome					

Performance Measures Descriptions

The Output measure is for the number of special elections that would be funded by this program offer should the county be required to conduct special elections on either the March or August special election dates.

Legal / Contractual Obligation

County Code of Ordinances, Chapter 5, addresses initiative/referendum petition process and filling county office vacancies. County Administrative Rules, Language, Communication and Cultural Access Policy, Oregon Administrative Rules, Chapter 165, addresses uniformity in conduct of elections. Oregon Revised Statutes, Chapters 246 to 260, provide authority for conducting elections. Federal Title VI of the Civil Rights Act, the Voting Rights Act, National Voter Registration Act, Help America Vote Act, and 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	2023	2023	2024	2024
Personnel	\$0	\$0	\$130,000	\$0
Contractual Services	\$0	\$0	\$430,000	\$0
Materials & Supplies	\$0	\$0	\$140,000	\$0
Total GF/non-GF	\$0	\$0	\$700,000	\$0
Program Total:	\$0		\$700,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Service Charges	\$0	\$0	\$700,000	\$0
Total Revenue	\$0	\$0	\$700,000	\$0

Explanation of Revenues

The special elections funded by this program offer would be conducted on election dates that would allow the county to seek full reimbursement from the jurisdictions that called elections on those dates.

Significant Program Changes

Last Year this program was:

In previous fiscal years, the special elections funds were included in program offer 90010A. In FY 2024, it will become a stand alone program offer.

Department: Community Services

Program Contact: Jim Clayton

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

The County Surveyor's Office maintains and restores 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 Description

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

> Mandated functions (required by state statute) include:

- The maintenance and restoration of public land survey corner monuments under the Public Land Survey System is 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.
- 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, file and index these surveys in the County Survey Records.
- Comprehensive reviews of all land division plats, (subdivisions, partitions, and condominiums) within the entire County are performed by our office to ensure accuracy and compliance with state statutes and local ordinances. Work closely with local planning jurisdictions (cities and county), developers, property owners and land development professionals on project reviews.
- 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.
- 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 County and local agencies. Answer questions and provide assistance to the public regarding property boundaries and other property related issues.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of public land corner visits performed	115	100	150	100
Outcome	Percent of plats reviewed within 21 days	97.6%	95%	95%	95%
Output	Number of plats reviewed for approval	147	150	150	150
Output	Number of images added to SAIL website	1,072	1,000	1,000	1,000

Performance Measures Descriptions

The Surveyor's Office performs regular maintenance on over 1,000 public land survey corners on a 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 days of submission represents an ambitious timeline allowing 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	2023	2023	2024	2024
Personnel	\$0	\$1,478,944	\$0	\$1,562,801
Contractual Services	\$0	\$50,000	\$0	\$50,000
Materials & Supplies	\$0	\$84,460	\$0	\$60,980
Internal Services	\$0	\$563,267	\$0	\$571,601
Capital Outlay	\$0	\$0	\$0	\$150,000
Unappropriated & Contingency	\$0	\$3,123,768	\$0	\$2,665,986
Total GF/non-GF	\$0	\$5,300,439	\$0	\$5,061,368
Program Total:	\$5,300,439		\$5,061,368	
Program FTE	0.00	10.00	0.00	10.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,368,777	\$0	\$1,050,000
Interest	\$0	\$30,000	\$0	\$48,000
Beginning Working Capital	\$0	\$3,461,662	\$0	\$3,533,368
Service Charges	\$0	\$440,000	\$0	\$430,000
Total Revenue	\$0	\$5,300,439	\$0	\$5,061,368

Explanation of Revenues

This program generates \$273,176 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 of \$10 per recording of a property-related deed document, and Offset Project Overhead Revenue collected from working for Transportation Capital projects. The year to year drop in the Other/Misc Revenue is largely due to fewer property related documents being recorded due to increased interest rates. Interest is an estimate of interest revenue earned on the BWC of \$3.5M. Service Charges reflect funds collected for the review of Condominium, Partition, and Subdivision plats, which are based on actual costs incurred and are estimated based on previous years and projection for FY 2024 work.

Significant Program Changes

Last Year this program was: FY 2023: 90012 County Surveyor's Office

No significant changes for FY 2024.

Department: Community Services **Program Contact:** Jon Henrichsen
Program Offer Type: Existing **Program Offer Stage:** 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 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 Description

Road Services is responsible for planning, funding, designing, constructing, maintaining, and preserving County-owned roads and associated assets. 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 data driven 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.

In FY 2024 Road Services will build on our work in FY 2023 to shift how we plan and manage projects and maintain our road system assets. We will continue to work with our staff and managers to create a program that is based on planning, engineering, and a maintenance staff that is trained in strong project management skills, inclusive interpersonal skills and practices; data driven asset management systems that inform project and maintenance work priorities; and outreach and community engagement that cultivates deeper relationships with underserved communities. Road Services is learning from those relationships to understand how the current transportation system meets or does not meet community needs, with a special focus on BIPOC and historically marginalized populations.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of development proposals reviewed	116	150	120	120
Outcome	Urban Pavement Condition Index (PCI)	69	69	67	69
Outcome	Rural Pavement Condition Index (PCI)	61	57	60	60

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) provide 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	2023	2023	2024	2024
Personnel	\$0	\$6,133,474	\$0	\$6,688,462
Contractual Services	\$0	\$2,007,712	\$0	\$2,887,329
Materials & Supplies	\$0	\$1,521,694	\$0	\$1,924,152
Internal Services	\$100,000	\$4,402,156	\$100,000	\$5,012,658
Unappropriated & Contingency	\$0	\$4,879,730	\$0	\$1,882,028
Total GF/non-GF	\$100,000	\$18,944,766	\$100,000	\$18,394,629
Program Total:	\$19,044,766		\$18,494,629	
Program FTE	0.00	46.60	0.00	47.07

Program Revenues				
Fees, Permits & Charges	\$0	\$80,000	\$0	\$90,000
Intergovernmental	\$0	\$13,048,316	\$0	\$7,802,856
Taxes	\$0	\$96,329	\$0	\$58,800
Other / Miscellaneous	\$0	\$692,747	\$0	\$574,274
Financing Sources	\$0	\$316,491	\$0	\$300,000
Interest	\$0	\$134,752	\$0	\$350,000
Beginning Working Capital	\$0	\$4,211,131	\$0	\$8,903,699
Service Charges	\$0	\$365,000	\$0	\$315,000
Total Revenue	\$0	\$18,944,766	\$0	\$18,394,629

Explanation of Revenues

This program generates \$1,169,359 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, and developer contributions and service reimbursements.

Significant Program Changes

Last Year this program was: FY 2023: 90013 Road Services

Changes to the way that the ODOT and the DMV have impacted the amount of State Highway Fund that is allocated to Multnomah County. In addition, the gas tax revenue continues to decline, local and state, resulting in about a \$1.9M decline in revenue to the Road Fund. A \$0.02 gas tax increase in 2024 (from HB 1017) at state level will help offset decline in state gas tax in FY24, gas tax revenue will decline after unless the Legislature acts in the 2024 legislative session. Portland has also proposed ending the MOU that keeps \$3M in SHF in the Road Fund and backfills the Bridge Fund with local VRF collections. As a result the \$3M that the Road Fund saw from that agreement will be \$1.75M in FY24 and \$0 in future FY. The impact to the Road Fund will be reduced capacity to do planned and unplanned capital/ capital maintenance projects. One Right Of Way Specialist position will be added to the Road Fund, paid for by the EQRB project.

Department: Community Services

Program Contact: Lee Girard

Program Offer Type: Existing

Program Offer Stage: 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 2023 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. This payment fulfills the fifth year of a five year intergovernmental agreement.

Program Description

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 7,500 residents (of whom 45% are people of color according to 2020 Census data), critical public infrastructure (including the state's second largest source of drinking water), businesses and employment centers, community assets, and hazardous materials at risk of flooding. Failing to act also risks 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 authority 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Participation in levee accreditation process	100%	100%	100%	100%
Outcome	Number of grant/loan contracts administered	2	2	2	2

Performance Measures Descriptions

Success is measured by participation in levee accreditation process and administration of grants and loans. FY 2024 represents the last 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 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
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 State Video Lottery Funds.

Significant Program Changes

Last Year this program was: FY 2023: 90014 Levee Ready Columbia (IGA Obligation)

This program was supported by one-time-only County General Funds in FY 2023 and will continue to be supported by one-time-only funds in FY 2024.

Program #90015 - Bridge Services

FY 2024 Adopted

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

Executive Summary

The Bridge Services program operates and preserves the County's long-term investment in its six Willamette River bridges. The program also offers technical and maintenance support to the Roads Services program for 24 other bridge structures. The Willamette River crossings consist of four movable bridges (Hawthorne, Morrison, Burnside and Broadway) and two fixed structures (Sellwood and Sauvie Island). Bridge Services includes Planning, Engineering, Maintenance and Operations.

Program Description

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 small 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. This program offer supports four areas (Bridge Planning, 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.

Each of the four areas work in tandem to preserve the long-term functionality of the County's Willamette River Bridges: Bridge Planning provides long range planning and regional coordination for the Willamette River Bridges, advocates for sustainable funding for the long-term health of the program, and facilitates advisory committees that provide critical input on Bridge Services program priorities and impacts to the community. Bridge Engineering provides engineering solutions and project management in support of Bridge Maintenance and Operations activities and identifies existing and future system repair needs. Bridge Maintenance performs preventative maintenance and minor 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.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of preventative maintenance tasks completed	1,888	1,978	1,978	1,978
Outcome	Percent of bridge openings with minimal delay to river traffic	98%	99%	98%	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	2023	2023	2024	2024
Personnel	\$0	\$3,821,423	\$0	\$4,428,868
Contractual Services	\$0	\$7,279,293	\$0	\$5,655,906
Materials & Supplies	\$0	\$605,140	\$0	\$580,167
Internal Services	\$0	\$2,153,467	\$0	\$2,393,769
Capital Outlay	\$0	\$25,000	\$0	\$0
Unappropriated & Contingency	\$0	\$15,031,699	\$0	\$29,608,330
Total GF/non-GF	\$0	\$28,916,022	\$0	\$42,667,040
Program Total:	\$28,916,022		\$42,667,040	
Program FTE	0.00	26.75	0.00	28.58

Program Revenues				
Fees, Permits & Charges	\$0	\$3,780,000	\$0	\$2,561,959
Intergovernmental	\$0	\$2,360,290	\$0	\$3,387,697
Other / Miscellaneous	\$0	\$695,372	\$0	\$785,320
Beginning Working Capital	\$0	\$22,075,360	\$0	\$35,927,064
Service Charges	\$0	\$5,000	\$0	\$5,000
Total Revenue	\$0	\$28,916,022	\$0	\$42,667,040

Explanation of Revenues

This program generates \$774,574 in indirect revenues.

Multnomah County's share of the State Highway Funds, disbursed from the State of Oregon and allotted statewide based on the number of registered vehicles in each jurisdiction, is a longtime source of revenue for the Bridge program. Multnomah County also uses Vehicle Registration Fee (VRF) revenue to support the program. The VRF is a revenue source dedicated to the Willamette River Bridges, collected from Multnomah County residents. The fee, previously \$38 biannually, was raised to \$112 biannually on 1/1/21. Other small revenue sources include reimbursement for work done for other jurisdictions (Metro, City of Portland, etc), and reimbursement from insurance companies for damage done by drivers to our roads and bridges.

Significant Program Changes

Last Year this program was: FY 2023: 90015 Bridge Services

In FY 2023 we will add one Engineering Technician (Inspector) position in anticipation of the capital program work over the next five years.



Program #90016 - Transportation Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) FY 2024 Adopted

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

Executive Summary

The Coronavirus Response and Relief Supplemental Appropriations (CRRSA) Act was signed into law on December 27, 2020. This Act included \$14 billion to be allocated to the transit industry nationwide during the COVID-19 public health emergency. In May 2021, Multnomah County was awarded \$3.7 million of CRRSA funds to support the Transportation Division during a time of COVID-related diminishing revenues.

Program Description

The \$3.7 million of CRRSA revenue is being used to support several high-priority projects. In FY 2024, the revenue will be used on the following projects:

1. Stark Street Bridge Replacement Feasibility Study & Design Phase \$880,000
2. Traffic Signal Replacement Design phase \$200,000
3. Design and Construction Manual Update \$300,000
4. Culturally Specific Outreach \$250,000
5. Stormwater Master Plan \$300,000

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Dollar value of capital improvements using CRRSA funds	New	New	New	\$1,930,000
Outcome	Percent of awarded CRRSA funds utilized	New	New	New	54%

Performance Measures Descriptions

The dollar value of capital improvements indicates the efficiency of delivering capital projects. The percentage of awarded CRRSA funds measures how efficiently we are utilizing the available funds.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$1,555,000	\$0	\$1,930,000
Capital Outlay	\$0	\$25,000	\$0	\$0
Total GF/non-GF	\$0	\$1,580,000	\$0	\$1,930,000
Program Total:	\$1,580,000		\$1,930,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,580,000	\$0	\$1,930,000
Total Revenue	\$0	\$1,580,000	\$0	\$1,930,000

Explanation of Revenues

The sole revenue funding this program offer is the \$3,707,676 of CRRSA funds awarded to Multnomah County. These federal funds were provided to the Oregon Department of Transportation, which allocated funds to counties and cities within the State.

Significant Program Changes

Last Year this program was:

This program address the County's priority of Critical County Infrastructure.

Previously, the CRRSA funds were within two other program offers (90013 & 90018). In FY 24 they are separated into their own stand alone offer.

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

Executive Summary

The Transportation Capital program offer represents capital improvements on County-owned Willamette River bridges (Sellwood, Hawthorne, Morrison, Burnside, Broadway and Sauvie Island), roads, bicycle/pedestrian facilities, culverts, and small East Multnomah County bridges. The purpose of this program is to maintain, repair, and enhance the existing transportation system through the successful delivery of capital projects.

Program Description

The Transportation Capital Program is responsible for delivering capital improvement projects on the County-owned transportation system. These capital improvement projects aim to rehabilitate, enhance, or replace transportation infrastructure assets to serve the diverse communities who rely on these assets to safely get where they want and need to go.

The projects identified in the Transportation Capital Improvement Plan (TCIP) were developed based largely on feedback from the public, which included targeted outreach to the BIPOC community. Through the public outreach process, the County heard that asset management and creating a safe and equitable transportation system for all, including BIPOC and other historically marginalized communities, were top priorities. The projects identified in the TCIP were then prioritized using a variety of criteria including equity, sustainability, safety, asset management, mobility, and resilience. The Transportation Capital Program includes projects selected from the TCIP as well as projects that prolong the lifespan of existing assets and address urgent needs of the system.

The projects included in the FY24 program offer were selected based on their ranking in the TCIP and their alignment with available funding opportunities. Capital projects on the Willamette River Bridges in the FY24 program offer include: the Morrison Paint Project, the Hawthorne Overlay Project, Hawthorne Bridge Control System Replacement, the Broadway Bridge Deck Replacement Project, and the Morrison Bridge Strengthening Project.

Major capital projects on the County road system in the FY24 program offer include: Larch Mountain Overlay Project, Reeder Rd Culvert Replacement, Glisan Overlay Project, 257th Dr Improvement Project, Stark St Bridge Replacement Project, and Sandy Blvd Improvement Project. This program relies upon the Bridge and Road Engineering programs to provide County staff to plan and oversee the design and construction associated with capital projects.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Dollar value of capital improvements	\$7.1M	\$31.8M	\$19.1M	\$31.7M
Outcome	Percent of project costs covered by grants	45.9%	65%	62.1%	57%

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 versus 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 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.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$2,234,793	\$0	\$2,170,626
Contractual Services	\$0	\$27,456,112	\$0	\$28,586,555
Materials & Supplies	\$0	\$160,000	\$0	\$500
Internal Services	\$0	\$9,717,725	\$0	\$9,836,426
Capital Outlay	\$0	\$150,000	\$0	\$30,000
Unappropriated & Contingency	\$0	\$3,780,439	\$0	\$5,942,153
Total GF/non-GF	\$0	\$43,499,069	\$0	\$46,566,260
Program Total:	\$43,499,069		\$46,566,260	
Program FTE	0.00	12.40	0.00	11.00

Program Revenues				
Fees, Permits & Charges	\$0	\$10,130,172	\$0	\$10,221,452
Intergovernmental	\$0	\$27,988,391	\$0	\$29,308,384
Interest	\$0	\$5,000	\$0	\$300
Beginning Working Capital	\$0	\$5,375,506	\$0	\$7,036,124
Total Revenue	\$0	\$43,499,069	\$0	\$46,566,260

Explanation of Revenues

Revenue for our capital program comes from a several sources. The primary revenue source is federal grant revenue that is managed by and collected from Oregon Department of Transportation. Most of the grants are awarded at 89.73% of the total costs of a project. Additionally, Transportation Capital uses State Highway Funds to support the program. These funds are from the State of Oregon and are allotted to each city/county based on the number of registered vehicles in the jurisdiction. The program also uses Vehicle Registration Fee (VRF) revenue to support capital debt payment. The VRF is a revenue source dedicated to the Willamette River Bridges, collected from Multnomah County residents. The fee, previously \$38 biannually, was raised to \$112 biannually on 1/1/21.

Significant Program Changes

Last Year this program was: FY 2023: 90018A Transportation Capital

We continue to be successful in securing grants from the Local Agency Bridge Program to fund capital projects on the Willamette River Bridges. Bridge Funds that were returned for three years to the Road Fund and backfilled by Vehicle Registration Fee dollars have allowed the funding of major safety improvements on a segment of 257th from Cherry Park North to Stark Street. In FY24 the MOU for the Bridge Fund transfer to the Road Fund will end with a \$1.75M transfer. Unanticipated asset failures, particularly of culverts, continue to plague this program.

Department: Community Services **Program Contact:** Jon Henrichsen
Program Offer Type: New **Program Offer Stage:** Adopted
Related Programs: 90013, 90015, 90018A
Program Characteristics: One-Time-Only Request

Executive Summary

The Multnomah County Transportation Division in the Department of Community Services (DCS) developed an Americans with Disabilities Act (ADA) compliant Transition Plan (the Plan) for the County Maintained Road System that identifies barriers to pedestrian accessibility within the County right-of-way, recommends mitigation measures, estimates funding for proposed mitigation, and proposes a schedule to implement improvements. Mitigation is currently focused on curb ramps.

Program Description

The County has both a legal obligation to comply with requirements of the ADA and an ethical obligation to ensure equitable access and outcomes for Multnomah County residents. Curb ramps that do not meet ADA pose significant safety risks and barriers to people living with disabilities and mobility restrictions. The consequences of failing to act include serious negative impacts on the quality of people's lives when they cannot get to where they need or want to go.

In addition, the County's Racial and Ethnic Approaches to Community Health (REACH) recent Transportation Crash and Safety Report finds that "any barrier to safe transportation influences risk factors for chronic disease and can inhibit healthy lifestyles" and reveals unacceptable inequities in transportation safety outcomes for Black residents, particularly in East Multnomah County.

The cost to bring all of the County curb ramps into compliance is estimated at \$38M in today's dollars. Today, 530 County-owned curb ramps plus 395 privately-owned driveway ramps in County ROW are out of compliance, 116 are in compliance, and a further 17 need additional analysis. Curb ramps are prioritized for replacement based on the condition of the ramp (does it physically meet the legal requirements, including the presence of truncated domes) and its proximity to higher concentrations of people with disabilities and critical destinations such as medical care, transit, government services, shopping, significant sources of employment, etc.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of ramps designed for Phase 2 (renamed Phase 1 in FY24)	N/A	40	0	-
Outcome	Number of ramps requiring ROW purchases Phase 1b: Complete design (90% to 100%) and acquire ROW	N/A	50	88	-
Output	Number of ramps designed for Phase 2	New	New	New	84
Outcome	Complete ROW purchase for Phase 1 ramps	New	New	New	42

Performance Measures Descriptions

Phase 2 of the ADA Project includes design of all Tier 2 ramps and acquisition of all ROW needs for the Tier 1 ramps designed in FY23. With the successful completion of Phase 2 in FY24, Transportation will be ready to construct Tier 1 ramps in FY 25 should funding be available.

Legal / Contractual Obligation

Compliance with the ADA is required by federal law. Failure to make significant, sustained efforts to comply with ADA through the replacement of deficient curb ramps puts the County at significant risk of lawsuits which could force short timelines and mandate levels of expenditure that would require all other transportation work to be suspended or require significant short term investment from the County general fund.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$623,190	\$1,111,810
Total GF/non-GF	\$0	\$0	\$623,190	\$1,111,810
Program Total:	\$0		\$1,735,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by County general funds and Video Lottery Funds one-time-only.

Significant Program Changes

Last Year this program was: FY 2023: 90018B Construction of Tier 1 ADA Ramps

This is the second year of the program to replace non-compliant ADA ramps. One-time-only funds for FY23 were awarded to construct 12 - Tier 1 ramps, acquire ROW for 40 - Tier 1 ramps, and design a further 50 - Tier 2 ramps. In Fall 2022, the project team discovered that approximately 395 of the 994 ramps in our Plan were driveway ramps. County attorney's office determined driveway ramps are the responsibility of the adjacent property owner, not Multnomah County. Consequently, no construction or ROW acquisition will take place in FY23. Instead, Transportation will complete design of all Tier 1 ADA ramps by the end of FY23 with the one-time only funds approved in program #90018B. This program was supported by one-time-only County General Funds in FY2023.

Department: Community Services **Program Contact:** Jon Henrichsen
Program Offer Type: Existing **Program Offer Stage:** 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 will remain fully operational and accessible immediately following the next Cascadia Subduction Zone earthquake. None of the existing downtown bridges were designed to withstand this type of seismic event. A seismically resilient Burnside Bridge will support regional, rapid and reliable emergency response. The project anticipates starting the Design Phase in July 2023. The Final Environmental Impact Statement (EIS) and Record of Decision is anticipated to be published in November 2023 coinciding with Metro's 2023 Regional Transportation Plan update. This program offer represents the effort required in FY 2024.

Program Description

The EQRB Project includes the National Environmental Policy Act (NEPA), Design, Right-of-Way (ROW), Utility, and Construction phases. The NEPA phase is substantially complete and the Design phase is estimated to begin summer 2023. The project team has developed a planning level not-to-exceed budget of \$895M associated with a 2025-2030 construction schedule that includes all phases of work. In FY 2024, this program offer will support the advancement of the project to the 30% design milestone and the initiation of the ROW phase. The work to achieve the 30% milestone in FY 2024 will be supported by a \$25M bond proceeds received in September 2022. Progressing the project farther than FY 2024 will require additional financing using County Vehicle Registration Fee (VRF) funds or external revenue sources. The project team will continue to proactively seek revenue to fully fund the construction phase from local, state, and federal sources.

Throughout the past six years of planning work, community outreach and stakeholder engagement has been a hallmark of success for the EQRB Project. With over 350 stakeholder briefings, 34 Community Task Force Meetings, and a robust Diversity, Equity and Inclusion (DEI) program, project decisions have been informed by a broad set of community interests. The EQRB Project conducted five rounds of public outreach and engagement to coincide with each phase of the Environmental Review and decision-making process. The County collaborated and conducted outreach and engagement activities with DEI organizations, historically underserved populations, stakeholder interest groups, local businesses and residents, local, regional, and state agencies, as well as thousands of members of the general public who all weighed in to inform the project and key decisions.

The Construction Phase will include a Project Labor Agreement (PLA) and local hiring preferences. The contract specifications will specify workforce equity and diversity requirements, including hiring practices, on-the-job training and apprenticeships, and other aspirational goals to help facilitate the entry and retention of historically disadvantaged or underrepresented people interested in careers in the construction industry.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of the new bridge design complete	N/A	30%	15%	30%
Outcome	Percent of project NEPA Phase milestones met	N/A	100%	95%	100%

Performance Measures Descriptions

In FY 2024, this program offer will support the advancement of the project to the 30% design milestone and the initiation of the ROW phase. Both the Design and Construction Manager/General Contractor (CM/GC) teams will be under contract in early FY 2024. The proposer's experience and ability to meet our workforce equity and diversity goals will be evaluated and scored as part of the selection process for the Design and Construction Manager/General Contractor teams.

Legal / Contractual Obligation

The 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	2023	2023	2024	2024
Personnel	\$0	\$849,696	\$0	\$713,817
Contractual Services	\$0	\$41,584,004	\$0	\$44,501,277
Materials & Supplies	\$0	\$486,533	\$0	\$64,558
Internal Services	\$0	\$4,165,121	\$0	\$5,709,060
Capital Outlay	\$0	\$4,000,000	\$0	\$0
Total GF/non-GF	\$0	\$51,085,354	\$0	\$50,988,712
Program Total:	\$51,085,354		\$50,988,712	
Program FTE	0.00	4.25	0.00	3.50

Program Revenues				
Fees, Permits & Charges	\$0	\$25,577,854	\$0	\$23,115,687
Intergovernmental	\$0	\$0	\$0	\$7,000,000
Financing Sources	\$0	\$25,000,000	\$0	\$0
Interest	\$0	\$7,500	\$0	\$150,000
Beginning Working Capital	\$0	\$500,000	\$0	\$20,723,025
Total Revenue	\$0	\$51,085,354	\$0	\$50,988,712

Explanation of Revenues

In FY 2024, the Earthquake Ready Burnside Bridge project is supported by remaining funds from a \$25M bond issuance in October 2022, as well as Vehicle Registration Fee (VRF) revenue. The VRF is a revenue source dedicated to the Willamette River Bridges, collected from Multnomah County residents. The fee, previously \$38 biannually, was raised to \$112 biannually on 1/1/21. Lastly, the project has been awarded two grants - a Federal \$5m USDOT RAISE planning grant and a State \$2m Community Projects Grant. Both of these grants are expected to be used in full within fiscal year 2024.

Significant Program Changes

Last Year this program was: FY 2023: 90019 Earthquake Ready Burnside Bridge

In FY 2023, this program intended to complete the environmental review phase, including the publication of the Final Environmental Impact Statement (FEIS) and Record of Decision (ROD). While the FEIS is substantially complete as of January 2023, Federal Highway Administration (FHWA) is waiting for the 2023 Metro Regional Transportation Plan (RTP) to be updated before issuing the ROD, currently scheduled for November 2023. Two internal FTE Engineer positions were filled in FY 2023 in order to support the project moving forward.

Department: Community Services **Program Contact:** Adam Barber
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs: 90021A, 90021B, 90021C
Program Characteristics:

Executive Summary

Code Compliance ensures compliance with land use and transportation right-of-way rules through education, assistance, creative problem-solving and enforcement action when necessary. This helps preserve harmony between the natural and built environments, and protects the public health and safety.

Program Description

Code Compliance responds to complaints of possible violations of the County’s land use, transportation, solid waste and recycling, and erosion and sediment control codes.

The County and community both benefit from an effective code compliance system that ensures the health and safety of residents and protects the environment. County land use and right-of-way codes cover a broad spectrum of activities. Examples include development codes, special protections for natural resource areas such as wildlife habitats, sensitive environmental areas, scenic view sheds, wetlands, floodplains and slope hazard areas.

When code violations are discovered, the program focuses first on education and voluntary compliance to resolve issues. If voluntary compliance fails, the program can assess civil fines and/or seek a court order or injunction.

The Code Compliance program is also responsible for managing the County’s Solid Waste and Recycling regulatory program in unincorporated areas. State law requires that comprehensive and consistent recycling and garbage services are provided together with education, business information and technical assistance for constituents and residents about waste prevention, reuse and recycling.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of calendar days to investigate high priority complaints	N/A	N/A	N/A	30
Outcome	Percentage of compliance cases resolved through voluntary compliance measures	N/A	N/A	N/A	95%

Performance Measures Descriptions

New performance measures are proposed for FY2024 to better align with the program’s goals and primary activities when working to bring high-priority issues to resolution voluntarily and in a timely manner. Resolution typically requires action and cooperation by all parties. Measures reflect average time for the County to investigate high priority complaints and the percentage of compliance cases resolved through the County’s voluntary compliance process rather than through enforcement measures which can be used when voluntary compliance is unsuccessful.

Legal / Contractual Obligation

Multnomah County must adopt, implement and enforce a comprehensive plan that meets state planning goals and the Columbia River Gorge National Scenic Area Management Plan, including implementing regulations as provided under ORS 92, 195, 196, 197, 215 and 390. The County is responsible for solid waste and recycling regulatory mandates originating from Metro Code Title V, specifically 5.10 Regional Waste Plan and ORS 459A and Oregon Administrative Rules Chapter 340-090, 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	2023	2023	2024	2024
Personnel	\$261,513	\$0	\$273,356	\$0
Materials & Supplies	\$1,260	\$0	\$1,440	\$0
Internal Services	\$40,781	\$0	\$35,638	\$0
Total GF/non-GF	\$303,554	\$0	\$310,434	\$0
Program Total:	\$303,554		\$310,434	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Fees, Permits & Charges	\$23,000	\$0	\$23,000	\$0
Intergovernmental	\$14,000	\$0	\$15,500	\$0
Total Revenue	\$37,000	\$0	\$38,500	\$0

Explanation of Revenues

The Code Compliance program is supported by the County General Fund. Revenue is all local funding. Metro provides additional support of \$15,500 to assist with the administration of the rural waste hauler and rural recycle-at-work program. The division estimates \$23,000 in revenue from permits and fees paid by local private trash and recycling haulers.

Significant Program Changes

Last Year this program was: FY 2023: 90020 LUP Code Compliance

Department: Community Services **Program Contact:** Adam Barber
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs: 90020, 90021B, 90012C
Program Characteristics:

Executive Summary

Land Use Planning (LUP) supports equitable land use outcomes by delivering responsive and inclusive services for the unincorporated areas of Multnomah County. This is achieved by removing barriers to participation in the land use regulatory system and increasing economic opportunities for marginalized groups while balancing preservation of farm and forest land, natural resources and the rural character of our unincorporated communities.

Program Description

Unincorporated Multnomah County is a unique and highly sought-after location because it offers open spaces, pristine natural and scenic resources, and working 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, while also seeking to dismantle systems that have perpetuated racism in the ownership and regulation of land in Multnomah County.

The Long-Range Planning program creates, revises and manages the adoption of plans, policies, and land use regulations in a thoughtful and equitable manner to ensure that development is safe and 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. The plan was built around value statements that the Board of County Commissioners adopted in 1999 and readopted in 2007. Those value statements include promoting inclusion, diversity, and equity in and throughout our communities and seeking fairness, equity, and balance in finding creative solutions that build community as well as benefit the public. Long-Range Planning staff also play a key role in coordinating with regional partners, such as Metro and the Columbia River Gorge Commission, to ensure the County's vision and values continue to be upheld.

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

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Legislative actions completed	6	4	4	4
Outcome	Percentage of land use decisions made in 120 days	51%	65%	55%	55%
Outcome	Average calendar days to resolve customer inquiries	27	7	20	14

Performance Measures Descriptions

The first measure describes the number of legislative applications processed each year by ordinance adoption. The second measure describes the percentage of final land use decisions issued within 120 days of the application being deemed complete, 30 days earlier than mandated by the State. The third measure describes the average number of calendar days to resolve customer inquiries received by phone, webform and email.

Legal / Contractual Obligation

Multnomah County must adopt and implement a comprehensive plan that meets State planning goals and the Columbia River Gorge National Scenic Area Management Plan, including implementing regulations as provided under ORS 92, 195, 196, 197, 215 and 390 which mandate review of development, and prescribe procedures to ensure due process. The County must update its codes to comply with new laws adopted each legislative session or when relevant agencies revise their rules, 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	2023	2023	2024	2024
Personnel	\$1,495,907	\$43,291	\$1,635,266	\$33,697
Contractual Services	\$188,554	\$0	\$168,474	\$0
Materials & Supplies	\$113,860	\$0	\$119,800	\$413
Internal Services	\$394,156	\$6,709	\$375,123	\$5,890
Total GF/non-GF	\$2,192,477	\$50,000	\$2,298,663	\$40,000
Program Total:	\$2,242,477		\$2,338,663	
Program FTE	9.68	0.32	9.77	0.23

Program Revenues				
Fees, Permits & Charges	\$200,000	\$0	\$230,000	\$0
Intergovernmental	\$0	\$50,000	\$0	\$40,000
Service Charges	\$40,000	\$0	\$40,000	\$0
Total Revenue	\$240,000	\$50,000	\$270,000	\$40,000

Explanation of Revenues

This program generates \$5,890 in indirect revenues.

Fees are set and collected for land use permits paid by private and public landowners (federal, state and local agencies). We estimate \$230,000 in revenues from land use permits in FY 2024 assuming the Board adopts 15% FY 2024 fee adjustments as part of the annual proposed fee resolution process. The \$230,000 revenue estimate is roughly 15% higher than the five year historic budgeted permit revenue average of \$202,480 (FY 19 - FY 23). The division receives \$40,000 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 over the State's biennium budget (\$80K over the FY 2024 and FY 2025 biennium).

Significant Program Changes

Last Year this program was: FY 2023: 90021A Land Use Planning

Department: Community Services **Program Contact:** Adam Barber
Program Offer Type: New **Program Offer Stage:** Adopted
Related Programs: 90020, 90021A, 90021B
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer provides funding for consulting assistance to address the need for specific technical expertise in subject areas that impact land use applications, such as geotechnical, wildlife biology and civil engineering. It would also add critical consulting capacity to backfill division staff so staff can fully engage in the final configuration, testing and implementation work required to launch a new permitting system in FY2024.

Program Description

The intent of this program offer is to utilize an on-call contract in FY2024 so the division can continue to engage specialized expertise when necessary to review land use applications with complex or unique issues. This will also continue to provide flexibility to contract for additional staff capacity when necessary. The Land Use Planning program needs the ability to access a variety of specialized technical expertise in a timely manner in order to issue land use decisions within the state mandated timeline of 150 days. The proposed consulting services would augment staff by reducing the caseloads of those team members participating in new permitting software implementation, as well as addressing those cases which may be close to exceeding the 150-day timeline.

The new permitting software is anticipated to begin implementation during FY2024 which will involve a series of intensive testing and training sessions prior to launch. This will require significant participation of all staff resulting in delays in processing land use applications without access to contract assistance.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of hours worked by consultants	New	12/week	18/week	12/week
Outcome	Percentage of Land Use Decisions issued within 120 days	New	100%	50%	55%

Performance Measures Descriptions

The number of hours worked by consultants represents the level of augmentation required during the implementation of the new permitting system. The percentage of land use decisions issued within 120 days represents a measure of potential legal risk when the 150 day state time limit is exceeded.

Legal / Contractual Obligation

ORS 215.427- final action on permit or zone change application; refund of application fees.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$50,000	\$0
Total GF/non-GF	\$0	\$0	\$50,000	\$0
Program Total:	\$0		\$50,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by the General Fund, one-time-only.

Significant Program Changes

Last Year this program was: FY 2023: 90021C Land Use Planning Capacity Building Resources for On-call Support

This program was supported by one-time-only County General Funds in FY2023 and is proposed as the same in FY2024.

Department: Community Services **Program Contact:** Jessica Berry
Program Offer Type: Existing **Program Offer Stage:** 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 and 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 Description

The Oregon Legislature passed HB 2017, the “Keep Oregon Moving” Transportation Package, in 2017. This created new revenue and new transportation programs including 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 to implement transit services via an intergovernmental agreement that Multnomah County and TriMet entered into in June 2019. Multnomah County began providing shuttle service on Swan Island in July 2019 and to Troutdale Reynolds Industrial Park in January 2020. The procurement process for the Airport Industrial Area shuttle took place in FY22, and service began in July 2022. This newest shuttle, called ACCESS (Alderwood-Cornfoot-Columbia Employment Shuttle Service) provides transit service that connects two racially diverse and low-income neighborhoods to family-wage jobs that previously were inaccessible via existing transit services.

Rural Transit Planning began in early 2020 and is continuing. Multnomah County began providing rural demand-response (dial-a-ride) service in November 2020, with an emphasis on providing rides to older adults and people with disabilities. The service provider hired by the County specializes in working with these populations. A plan for how Multnomah County will spend the revenue for FY2024 and FY2025 has been submitted to ODOT for approval in January 2023. Funding for the activities is ongoing and is expected to continue beyond the current biennium. The services provided by Multnomah County 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’s Transportation System Plan, Portland’s Growing Transit Communities Plan, and TriMet’s Service Enhancement Plans. Projects in this program offer were approved in the TriMet STIF Plan, approved by ODOT.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of rides per month provided in urban areas	1,600	2,000	1,400	1,800
Outcome	Number of number of rides per month in rural areas	2	10	4	6

Performance Measures Descriptions

- 1) Tracking the number of individuals using one of the following transit routes: Rose Quarter - Swan Island; Gresham Transit Center - Troutdale Reynolds Industrial Park (TRIP); ACCESS shuttle between the Parkrose Transit Center, the Alderwood-Cornfoot-Columbia corridor, and the Cully neighborhood.
- 2) Tracking the number of rides provided outside the TriMet service area using demand-response (dial-a-ride) service to get to/from places that lack 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	2023	2023	2024	2024
Personnel	\$0	\$0	\$0	\$129,890
Contractual Services	\$0	\$750,095	\$0	\$1,598,094
Internal Services	\$0	\$238,049	\$0	\$39,016
Unappropriated & Contingency	\$0	\$624,977	\$0	\$247,213
Total GF/non-GF	\$0	\$1,613,121	\$0	\$2,014,213
Program Total:	\$1,613,121		\$2,014,213	
Program FTE	0.00	0.00	0.00	0.85

Program Revenues				
Intergovernmental	\$0	\$602,798	\$0	\$1,201,000
Interest	\$0	\$5,500	\$0	\$12,500
Beginning Working Capital	\$0	\$1,004,823	\$0	\$800,713
Total Revenue	\$0	\$1,613,121	\$0	\$2,014,213

Explanation of Revenues

This program generates \$22,706 in indirect revenues.

Revenue is Direct State and comes from employee payroll taxes and is distributed to TriMet by ODOT. TriMet distributes funds to Multnomah County based on revenues collected via a formula and will be signed by both County and TriMet on an Intergovernmental Agreement.

The interest earned is estimated based on the Beginning Working Capital balance, which is the carryforward from FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 90022 State Transportation Improvement Fund/Transit

In FY 2023, the new shuttle (ACCESS) began operation. This additional shuttle, combined with higher contracting costs, will result in increased spending. Revenue for this has been budgeted and has been unspent to date.

Department: Community Services

Program Contact: Britta Schinske

Program Offer Type: Existing

Program Offer Stage: 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 when County roads are annexed. The supplemental payments executed by this program offer fulfill the funding requirements of these agreements as they pertain to County road funds.

Program Description

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 2024 Payments:

- City of Fairview \$16,626
- City of Troutdale \$20,496
- City of Gresham \$4,712,137
- City of Portland \$35,834,407

Between 1984 and 2023 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Contractual Services	\$0	\$43,755,177	\$0	\$40,583,666
Total GF/non-GF	\$0	\$43,755,177	\$0	\$40,583,666
Program Total:	\$43,755,177		\$40,583,666	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$37,355,177	\$0	\$34,183,666
Taxes	\$0	\$6,400,000	\$0	\$6,400,000
Total Revenue	\$0	\$43,755,177	\$0	\$40,583,666

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 2023: 90024 City Supplemental Payments

Changes to the way that the ODOT and the DMV have impacted the amount of State Highway Fund that is allocated to Multnomah County. In addition, the gas tax revenue continues to decline both local and state resulting in about a \$1.9M decline in revenue to the Road Fund. A \$0.02 gas tax increase in 2024 (from HB 2017) at the state level will help offset the decline in the state gas tax in FY24, expect gas tax revenue to decline after that increase unless the Legislature acts to supplement transportation funding in the 2024 long legislative session. Multnomah County's share of State Highway Fund revenue dropped by 1% in FY2024, while the City's did not, which has also affected our resources.

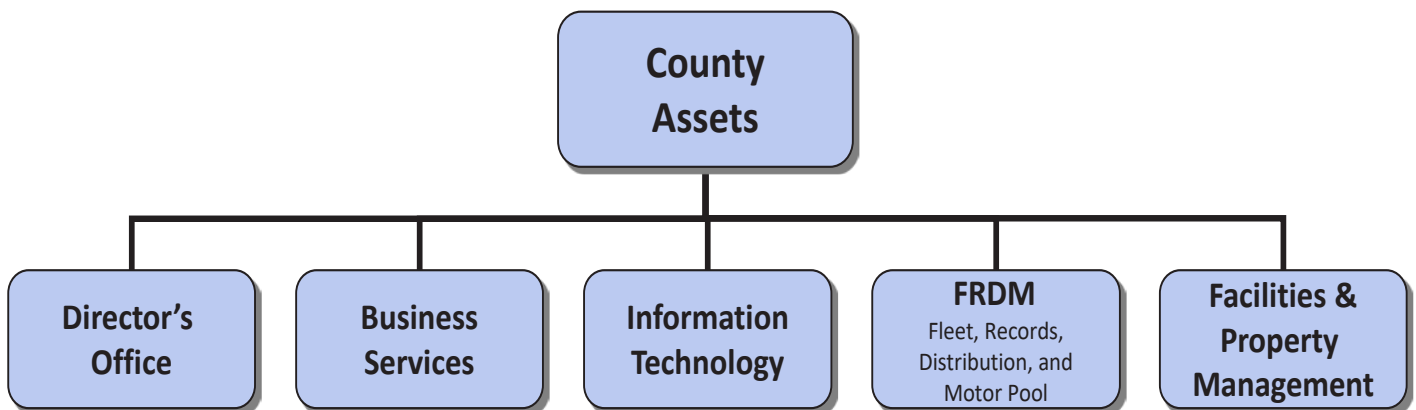
Department Overview

The Department of County Assets (DCA) plans for, acquires, maintains and manages County assets. Often described as the backbone of the County, DCA coordinates the use of tools, infrastructure, staff and programs for the efficient and effective delivery of critical community services to ensure that those who serve the community have what they need to provide excellent services. We strive for a thriving community built on information, spaces, and services for everyone.

DCA is comprised of the Director’s Office and four divisions :

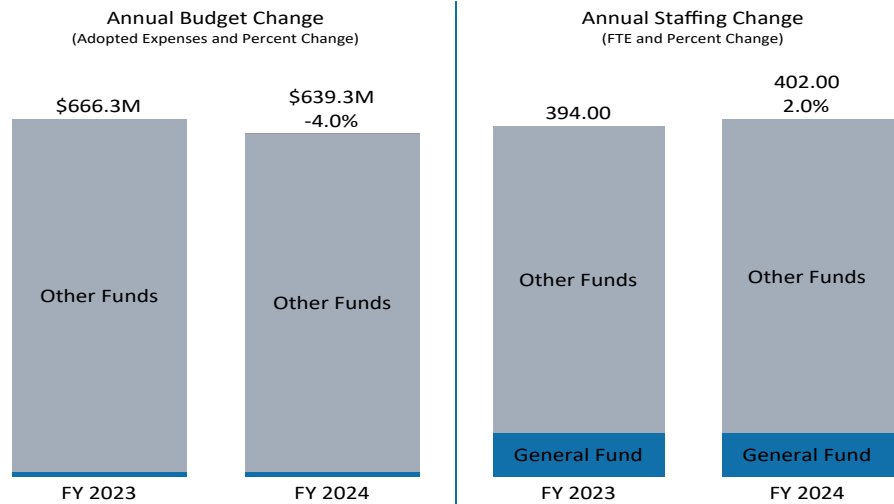
- The Director’s Office provides strategic leadership and planning, human resources, diversity and equity and budget support for the overall department. DCA identifies and evaluates opportunities to implement best practices, integrate service delivery, streamline and improve administrative functions, and promote innovative business tools and processes.
- Facilities and Property Management Division (FPM) manages or coordinates work at over 3.8 million gross square feet of owned and leased space.
- Information Technology (IT) provides telecommunication, network, and hardware support, and manages devices and applications that deliver comprehensive data to inform decision-making for diverse and complex programs across the county.
- Fleet, Records, Distribution Services, and Motor Pool 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 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 Nondepartmental offices.

DCA’s priorities for FY 2024 include the following goal areas within our three year strategic plan: excellent service, collaborative partnerships, inclusive workplace, operational effectiveness, and innovation.



Budget Overview

The FY 2024 budget for the Department of County Assets (DCA) is \$639.3 million, a (\$27.0) million decrease from the FY 2023 budget. It includes: \$10.5 million in the General fund, \$179.6 million in Internal Service funds and \$449.2 million in Capital funds. Internal Service funds are primarily facilities, information technology and fleet related and are funded by charges to all departments.



Decreases totaling (\$27.0) million include the following: capital funds decreased as construction proceeds and funds are spent down, including (\$29.3) million for the Library Capital Bond Construction (78228A-J), (\$20.5) million for the Behavioral Health Resources Center (78219), and (\$2.4) million in American Rescue Plan (ARP) projects. Capital funds also increased \$6.0 million for the Juvenile Detention Center Building Improvements (78206B), \$3.6 million for the Rockwood Community Health Center (78237-78239), and \$9.1 million in the Joint Office of Homeless Services (JOHS) Capital Program (78243). There is an increase \$8.1 million in personnel costs and 8.00 FTE in DCA, mostly in the Facilities and Property Management and Information Technology divisions.

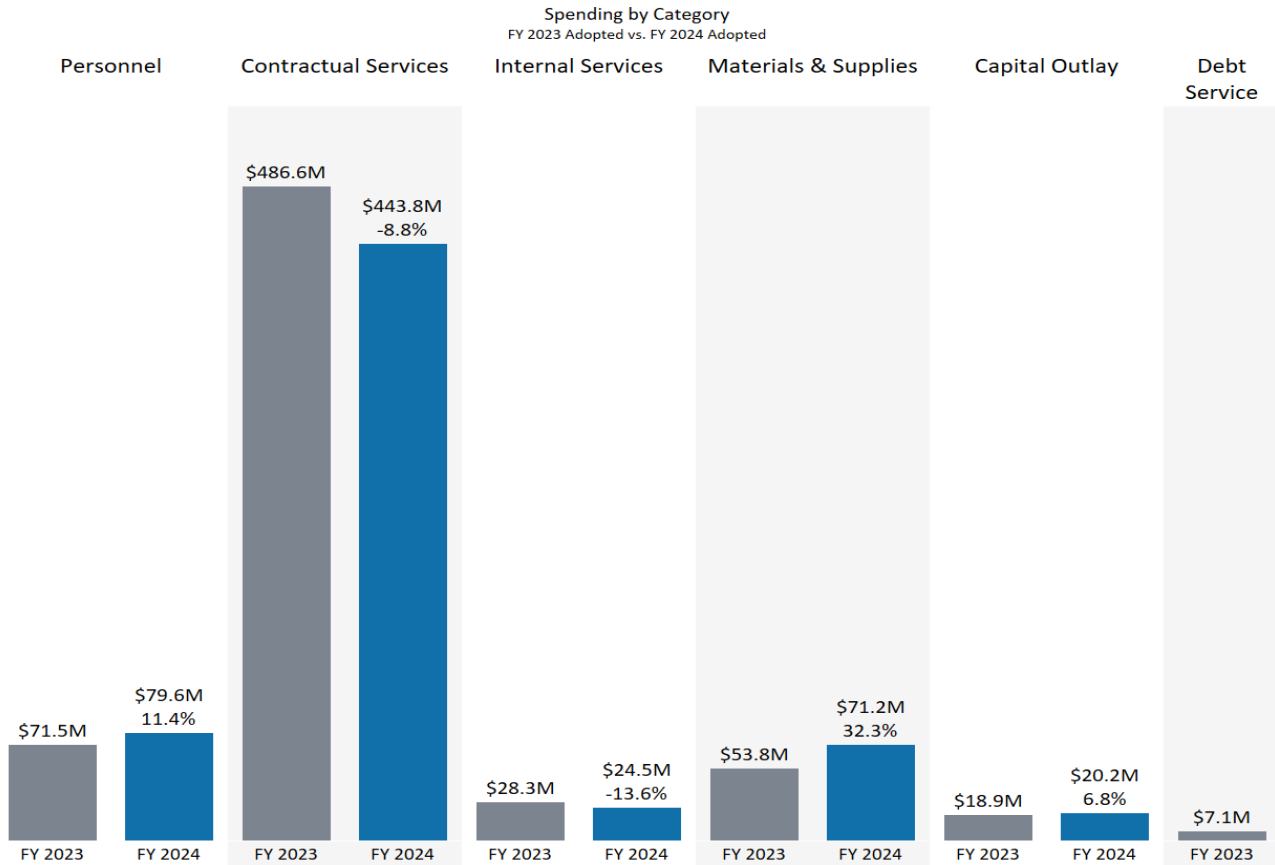
The following programs are new or restructured. A list of new DCA programs can be found in the Budget Director’s Message.

- Ongoing resources reallocated for DCA Directors Office Analyst Position (78000B), \$119,131, 1.00 FTE; and Records Management Content Manager Position (78404B) \$145,042, 1.00 FTE.
- Facilities capital projects such as the Justice Center Critical Electrical System Upgrade (78233B), \$2,390,000; Rockwood Community Health Center (78237-78239), \$3,572,285; and Joint Office of Homeless Services (JOHS) Capital Program (78243) \$9,275,000.

Budget Overview

- Information Technology capital projects such as Radio System Replacement (78304C), \$1,400,000; Financial Data Mart (78329), \$1,200,000; and Website Digital Service Transformation Strategy (78332) \$300,000.

The chart and table below provides a breakdown of the budget's expense categories by fiscal year.



Budget Trends	FY 2022 Actual	FY 2023 Current Estimate	FY 2023 Adopted Budget	FY 2024 Adopted Budget	Difference
Staffing FTE	384.50	394.00	394.00	402.00	8.00
Personnel Services	\$61,159,244	\$67,000,008	\$71,487,878	\$79,636,602	\$8,148,724
Contractual Services	61,630,855	106,891,868	486,635,511	443,792,693	(42,842,818)
Materials & Supplies	44,331,783	52,144,132	53,849,847	71,230,974	17,381,127
Internal Services	29,434,958	29,811,649	28,294,306	24,458,494	(3,835,812)
Debt Service	249	7,097,729	7,097,729	0	(7,097,729)
Capital Outlay	<u>16,584,758</u>	<u>9,666,992</u>	<u>18,939,618</u>	<u>20,220,379</u>	<u>1,280,761</u>
Total Costs	\$213,141,847	\$272,612,378	\$666,304,889	\$639,339,142	(\$26,965,747)

Does not include cash transfers, contingencies or unappropriated balances.

Successes and Challenges

DCA's FY 2023 strategic project accomplishments include:

Excellent Service:

- Continued support for the transition of procurement and contract activities for the Joint Office for Homeless Services (JOHS) and ongoing support of Emergency Management in the warming/cooling shelters.
- Digitization, digital archive, and social media initiative to make all located County records regarding Vanport available digitally by the 75th anniversary of the 1948 flood in May, as a service to the community.
- Began construction and held ground-breaking ceremonies for Operations Center, Holgate Library, and Midland Library, with two additional projects (North Portland, Albina) scheduled in spring 2023.
- Secured a site for the new East County Library (ECL) and partnered with City of Gresham and TriMet in overall site development of both ECL property and adjacent properties.

Collaborative Partnerships:

- Completed the construction and IT build-out of the Behavioral Health Resource Center.
- Supported the reopening of Animal Services after a three year closure, relaunching pet adoption and fostering services on the web, and the provision of iPad based intake services at the facility.
- Assisted Joint Office Of Homeless Services with acquisitions and room block agreements.
- Conducted extensive and innovative community engagement across the portfolio of library projects.
- Completed the design for the Arbor Lodge new housing shelter.

Inclusive Workplace:

- Investment in Gender Inclusion training where staff will gain knowledge about how gender identity and structures impact our lives and our capacity to influence positive change.
- Hosted six College to Country (C2C) interns across three divisions.
- Launched Manager Coaching Circles in partnership with Organizational Learning where managers learn how to lead with race, gain knowledge about management best practices, and develop skills to create an inclusive work space.
- Launched an All DCA Competencies series for non-management staff focusing on Multnomah County Employee Core Competencies.
- Trained and supported 15 Peer Partners who assist with technical, logistical and cultural onboarding to DCA.

Operational Effectiveness:

- Ensured that all 2700+ staff with County supplied iPhones are archiving text messages and images per State records retention laws.

Successes and Challenges (continued)

- Completed the inaugural year of Multco Capstone. Collaborated with IT for disposition of email accounts that met their retention requirements, reducing maintenance costs and lowering risk due to over retention.
- Activated new functionality in the County's electronic document and records management system (EDRMS) Content Manager that allows customers to directly search for and request their physical files from Records Center storage.
- Relocated the Library Capital Bond Project Management Office from leased space to the Multnomah Building
- Completed the setup of a new County IT disaster recovery and backup site in Denver, CO, out of the Cascadia Subduction Zone, and the decommissioning of our old site in Hillsboro.

Innovation:

- Completed the build-out of the IT infrastructure and equipment and deployment of the new Mobile Library.
- Completed the Mobile Medical Clinic purchase.
- Received an Electric Mobility Grant through the Oregon Clean Fuels program to procure an electric vehicle (EV) box truck for Library Operations, supporting County sustainability goals.
- Completed the foundation of our new Enterprise Data and Analytics Platform (Business Intelligence), including the go-live of Microsoft PowerBI tools for reporting.

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

- FPM construction projects support sustainability and Certification Office for Business Inclusion and Diversity (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.
- DCA's strategic sourcing efforts employ procurement best practices and incorporate sustainability, buying local and equity values.

Key challenges include:

- Global supply chain issues impacting DCA's ability to deliver timely services.
- High inflation on products and services coupled with the unpredictable availability and costs of labor and materials in the maintenance and construction industries.
- Growing complexity and increasing volume of work.
- Recruiting in a red-hot nationwide IT job market is making the hiring of open positions extremely challenging.

COVID-19 & American Rescue Plan

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.

Diversity, Equity, and Inclusion

Equity and inclusion are core DCA values and we make an intentional effort to incorporate them into all of the work that we do. Externally, in our project partnerships with other departments, we apply an equity lens to all proposed solutions, operations, and sites. Internally, we are actively evaluating how we can make DCA a more inclusive workplace for everyone.

Because DCA provides internal services, we rely on information from other departments to understand the impacts our services have on different communities throughout the County. Through our planning and development conversations with other departments, we work to understand how we can better support their services and provide the data they need to make more equitable decisions. Additionally, this year we provided a three-part training to all managers to evaluate the role that equity plays in their budgeting decisions, understand where to get additional data, assess equity impacts within our program offers, and use our program offers as a way to transparently share our budget decisions with the community. We also leveraged our equity tools for managers to include their employees in program budget decision making.

We are evaluating the way equity shows up in the internal services that we provide in two ways. First, we try to understand how DCA services address disparities in our community through planning discussions with department partners. Examples of these services include support for Joint Office of Homeless Services (JOHS) programs to serve houseless community members, libraries, and social programs such as Preschool for All. Second, we strive to increase our ability to make data driven decisions and more strategically use our resources to understand the impact of County services within specific demographic groups. Data is driving the development and planning of critical community assets such as the Behavioral Health Resource Center, the Community Connectivity road map to address the digital divide, Homelessness Information System (HMIS), and many others.

Within DCA, we are working diligently to meet the County and our department workforce equity goals and increase the feeling of safety, trust, and belonging for all staff. We are in the midst of several initiatives in our ongoing commitment to intentionally create an inclusive work environment for everyone.

Diversity, Equity, and Inclusion (continued)

When the County implemented the Workforce Equity Strategic Plan (WESP) in 2019, DCA created an Equity Committee to monitor the recommendations implementation. Since initially implementing the recommendations, the Equity Committee and DCA HR have created a process to evaluate and refine the initiatives and while also continuing to introduce new programs. The Equity Committee meets monthly and is led by our Equity and Inclusion Manager. We hired our new Equity and Inclusion Manager in late 2022.

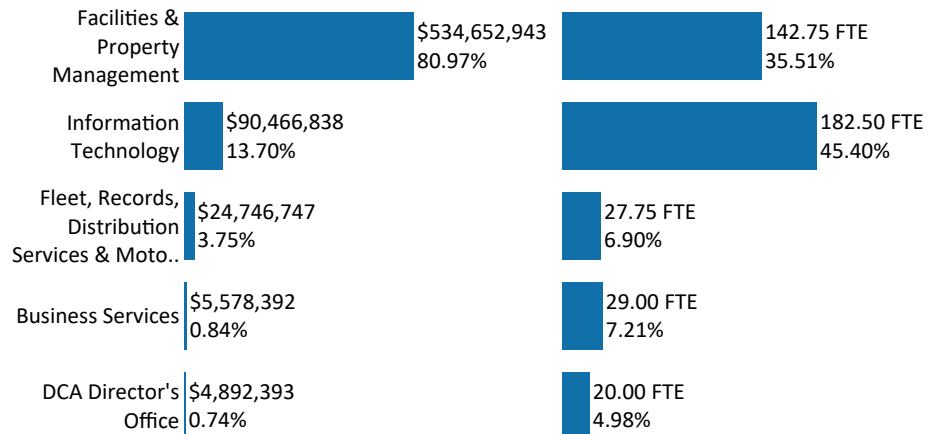
In FY 2023 as part of DCA's Strategic Plan, we have three major initiatives underway supporting our Inclusive Workplace goal and support diversity, equity and inclusion. The first initiative is an employee engagement strategy comprising six activities designed to support our inclusive workplace goal. One of those activities is a custom-designed gender inclusion training. The second initiative is a six month standardized management training program designed to develop manager's competencies in alignment with the County's. These Coaching Circles provide managers with a small cohort designed to support and learn from each other. The third initiative is the development of an overall equity strategy. We have been focused on equity in budgeting as part of this initiative.

Key to our overall commitment to our employees is obtaining regular feedback. We continue to leverage our monthly employee engagement survey that allows us to keep a pulse on our workforce. This monthly survey is one of the key tools for assessing employee feelings of inclusion in the department. The survey gauges changes in employee feelings of safety, trust, and belonging over time by specific team and demographic information. It is also a way for employees to provide anonymous comments and suggestions to the DCA Leadership Team to shape the way the department works. As we enter our third year using the tool, we are looking at more specific ways to address trends in some areas including focus groups, listening sessions, and individual manager coaching.

Budget by Division

Division Name	FY 2024 General Fund	Other Funds	Total Division Cost	Total FTE
Business Services	\$5,578,392	\$0	\$5,578,392	29.00
DCA Director's Office	4,892,393	0	4,892,393	20.00
Facilities & Property Management	0	534,652,943	534,652,943	142.75
Fleet, Records, Distribution Services & Motor Pool	0	24,746,747	24,746,747	27.75
Information Technology	0	90,466,838	90,466,838	182.50
Total County Assets	\$10,470,785	\$649,866,528	\$660,337,313	402.00

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 for department-wide engagement in strategic countywide initiatives including the Future of Work, the Workforce Equity Strategic Plan (WESP), and Climate Action Plan. DCA ensures that those who serve the community have what they need to provide excellent services and envisions a thriving community built on information, spaces, and services for everyone. DCA's goals include delivering timely and valuable services, building and maintaining relationships, building and promoting a high quality and diverse workforce that feel safe bringing their whole self to work, developing practices to streamline processes and deliver value, and promoting a culture of innovation, creative problem solving, and continuous improvement. The DCA Director's Office provides leadership, strategic direction, operational assessment, and accountability to ensure these goals are met.

The Director's Office is responsible for leading key initiatives for the Department including:

- The effectiveness of the department's three-year Strategic Plan
- Employee engagement plan and pulse survey
- Annual DCA All Staff event designed to foster relationships and communication
- Equity Strategy including monitoring the WESP recommendations
- Space consolidation and the County's future facilities footprint
- Development of the County Digital Access road map
- County Electric Vehicle Strategy

Significant Changes

Program Offer 78000B DCA Director's Office Analyst Position: This adds a new position to increase DCA's capacity to measure the success of our WESP and other employee inclusion initiatives as well as our externally facing customer service initiative, business process improvements, and environmental impact planning.

Business Services

The Business Services Division within the Department of County Assets provides the business and finance expertise to support DCA. Business Services serves as the trusted stewards of public dollars and, as such, provides core accounting functions and ensures internal controls and compliance with accounting (GAAP, GASB, and GFOA) 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 and the Non Departmental Offices and Elected Officials 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 acquisition and maintenance, repair, architecture and engineering across County operations.
2. Finance supports DCA and Nondepartmental 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.
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

The Business Services division enhanced and expanded support for a significant increase in grant funded activities undertaken by DCA, Emergency Management, and Non-Departmental units.

Facilities and Property Management

The Facilities and Property Management Division (FPM) manages or coordinates work at over 3.8 million gross square feet of owned and leased space. FPM's mission is to proactively plan, operate, manage and renovate County properties in a safe, accessible, effective, and efficient manner. FPM strives to provide innovative, sustainable, and affordable 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 strives to limit the County's environmental impact through energy efficiency projects, recycling, sustainable procurement processes and Green Building construction practices. FPM supports local businesses, diversity and equity by contracting with many Minority-Owned Business, Women-Owned Business, Service Disabled Veteran, Emerging Small Business (MWSDVESB) and Oregon Forward firms for services.

In FY 2024, FPM will continue to serve all departments and programs in the County. FPM will support and adapt to the continued growth and innovation of the Joint Office of Homeless Services in their efforts to provide solutions for the houseless community across our county. Many staff will focus on the Library Capital Bond Program's projects ensuring that the construction and renovation work is managed well. The planning, leasing and interiors teams intend to work with colleagues across the County to right-size their space. 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

The FY 2024 FPM budget is continuing to build upon strategic investments within the community and DCA's commitment to ensure that those who serve the community have what they need to provide excellent services.

One-time-only (OTO) funds will be used for significant upgrades and remodeling of the Rockwood Health Center (78237-78239), replacement of machine guard on FPM equipment (78202B) and to continue the security-focused building improvements identified by the Workplace Security team (78003). The Justice Center Electrical System Upgrade - Bus Duct Replacement (78233B) project will receive OTO funds and the City of Portland will reimburse the County for 41% of the project costs.

The Library Capital Bond Construction Program (78228A-J) continues in partnership with the Library District to deliver on bond funded projects. Updates include addition of Bond Premium Reserve funding for construction cost escalation, a \$1.0 million cash transfer from the Library District to support Refresh Projects (78228A), and \$1.0 million in Bond Premium Reserve funding for the Albina property purchase and development of the site (78228F).

In alignment with best practices, a dedicated fund was established for the Joint Office of Homelessness Services (JOHS) Capital Program (78243). JOHS capital projects, including Arbor Lodge and the Willamette Shelter projects will be managed in this fund.

Information Technology

Information Technology's (IT's) mission is to leverage technology to drive innovation, efficiency, and cost savings. IT's vision is to provide County employees, residents and visitors the technology and information they need, any time, any place. This vision became reality during the pandemic and has continued to be the new normal in the workplace. The mission and vision guide the development and implementation of the County's FY 2024 technology services. Our mission and vision frame our work and empower 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 Equity and Empowerment Lens. We keep digital accessibility at the forefront of our minds.

The IT Division manages more than 10,600 PCs, laptops, and mobile devices, 6,975 phone numbers, 712 servers, 120 network circuits and approximately 500 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

The FY 2024 IT budget is focused on access to services, transformation of data into information, and the replacement of obsolete technology.

One-time-only (OTO) funds will be used to modernize obsolete systems, deliver on large-scale projects and implement new programs to support the County. The County will fund phase 2 of the Radio System Replacement (78304C) modernizing equipment and improving coverage and the Financial Data Mart (78329) which will increase the County's ability to make data driven decisions. The Website Digital Service Transformation Strategy (78332) will lay the groundwork to transform the County's internal and external websites using human centered design principles. In partnership with the Health Department the Supplemental Datasets for Analytics and Reporting project (78334) will leverage data to improve business decisions. This project is funded with OTO funds and funding from Integrated Clinical Services.

Preschool for All (PFA)- Preschool Early Learning (78335) project will complete the implementation of the technology solutions to support parents applying to, County staff administering, and Preschool providers participating in the program. PFA funding will be used to fund this project.

Fleet, Records, Distribution, and Motor Pool

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 provides vehicle and equipment maintenance and repair services, including offering transportation and related support services that are responsive to the needs of all agencies throughout Multnomah County. The program ensures vehicles are kept in good working condition and are easy to access and operate, so they are available to deliver the critical services our community needs. Fleet provides services to the more than 800 fleet assets that are critical for County agencies to meet their service delivery goals. In FY 2021, Fleet Services implemented our Fleet Business Strategy, a blueprint for our next 3-5 years. FY 2024 continues the customer service centered initiatives.
- Records Management supports creation, storage, retrieval, accessibility, protection, preservation, research, destruction and access to public records dating back to 1849; and leads and supports countywide strategic information initiatives. 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.
- Distribution Services provides central coordination of a complex and multifaceted system of distribution logistics across more than 95 County locations. We support the County's equity initiative by managing the logistical needs of departments, community members and vulnerable populations. This program manages the logistical needs of the County. Serving as the centralized mailing center, Distribution Services moves a variety of items every day, via fixed routes and/or special delivery, including U.S. Mail, County records, interoffice mail and recyclables.
- The Motor Pool Program supplies a shared pool of vehicles and car sharing options for County use, enabling employees an accessible and convenient option for work-related travel. Motor Pool services provide important short-term transportation options for staff working at off-site locations. Motor Pool Services connect with numerous County departments with an overarching goal to seamlessly support and engage with the community.

Significant Changes

Program Offer 78400 Fleet Services: Fleet operations non-personnel expenditures increase due to supply chain, fuel costs and inflationary pressures. In addition, FTE increases by 1.00 FTE due to a budget neutral Limited Duration Appointment position conversion to permanent FTE.

Program Offer 78404B Records Management Content Manager Position: This adds a new Data Analyst position to continue the successful expansion of Content Manager, the electronic document records management system.

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 2024 General Fund	Other Funds	Total Cost	FTE
DCA Director's Office					
78000A	DCA Director's Office	\$1,093,048	\$0	\$1,093,048	4.00
78000B	DCA Director's Office Analyst Position	119,131	0	119,131	1.00
78001	DCA Human Resources	1,692,468	0	1,692,468	8.00
78002	DCA Budget & Planning	1,487,746	0	1,487,746	7.00
78003	Countywide Safety and Security Infrastructure	500,000	0	500,000	0.00
Business Services					
78101	DCA Business Services Procurement & Contracting	3,424,596	0	3,424,596	17.50
78102	DCA Business Services Finance	1,640,128	0	1,640,128	9.00
78104	DCA Business Services Countywide Strategic Sourcing	513,668	0	513,668	2.50
Facilities & Property Management					
78200	Facilities Director's Office	0	4,681,949	4,681,949	12.75
78201	Facilities Debt Service and Capital Fee Pass Through	0	6,285,279	6,285,279	0.00
78202A	Facilities Operations and Maintenance	0	29,482,592	29,482,592	78.50
78202B	Facilities Machine Guards	0	445,000	445,000	0.00
78203	Facilities Client Services	0	17,237,574	17,237,574	9.00
78204	Facilities Capital Operation Costs	0	2,617,870	2,617,870	12.30
78205	Facilities Capital Improvement Program	0	26,031,326	26,031,326	0.00
78206A	Facilities Capital Asset Preservation Program	0	35,011,874	35,011,874	0.00
78206B	Facilities Juvenile Detention Building Improvements	0	6,032,640	6,032,640	0.00
78207	Facilities Interiors Group	0	837,325	837,325	4.20
78208	Facilities Utilities	0	6,568,390	6,568,390	0.00
78209	Facilities Lease Management	0	11,014,140	11,014,140	2.00
78210A	Facilities Strategic Planning and Projects	0	1,544,115	1,544,115	6.00
78210B	Facilities Vance Property Master Plan	0	159,654	159,654	0.00
78212	Facilities Downtown Courthouse	0	300,000	300,000	0.00
78213	Library Construction Fund	0	10,737,239	10,737,239	0.00
78214	Health Headquarters Construction	0	528,366	528,366	0.00
78219	Behavioral Health Resource Center Capital	0	1,200,000	1,200,000	0.00
78221	MCDC Detention Electronics	0	13,000	13,000	0.00
78228A	Library Capital Bond Construction	0	51,928,994	51,928,994	18.00
78228B	Library Capital Bond Construction: Operations Center	0	23,565,055	23,565,055	0.00
78228C	Library Capital Bond Construction: Midland Library	0	24,335,003	24,335,003	0.00
78228D	Library Capital Bond Construction: Holgate Library	0	18,356,976	18,356,976	0.00

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Prog. #	Program Name	FY 2024 General Fund	Other Funds	Total Cost	FTE
78228E	Library Capital Bond Construction: North Portland Library	0	10,970,628	10,970,628	0.00
78228F	Library Capital Bond Construction: Albina Library	0	44,830,804	44,830,804	0.00
78228G	Library Capital Bond Construction: East County Library	0	138,337,806	138,337,806	0.00
78228H	Library Capital Bond Construction: Belmont Library	0	25,401,827	25,401,827	0.00
78228I	Library Capital Bond Construction: Northwest Library	0	10,337,854	10,337,854	0.00
78228J	Library Capital Bond Construction: St. Johns Library	0	7,987,378	7,987,378	0.00
78233A	Justice Center Electrical System Upgrade - Bus Duct Replacement Phase 1	0	2,010,000	2,010,000	0.00
78233B	Justice Center Electrical System Upgrade - Bus Duct Replacement Phase 2	0	2,390,000	2,390,000	0.00
78234	New Animal Services Facility	0	485,000	485,000	0.00
78235	Walnut Park Redevelopment Planning	0	140,000	140,000	0.00
78237	Rockwood Community Health Center - Priority 1	0	740,535	740,535	0.00
78238	Rockwood Community Health Center - Priority 2	0	1,210,250	1,210,250	0.00
78239	Rockwood Community Health Center - Priority 3	0	1,621,500	1,621,500	0.00
78243	Joint Office of Homeless Services (JOHS) Capital Program	0	9,275,000	9,275,000	0.00
Information Technology					
78301A	IT Innovation & Investment Projects	0	2,903,714	2,903,714	0.00
78301G	Technology Improvement Program - Red Cap	0	186,640	186,640	0.00
78302	IT Planning, Projects & Portfolio Management	0	2,559,334	2,559,334	10.00
78303	IT Help Desk Services	0	1,347,944	1,347,944	7.75
78304A	IT Telecommunications Services	0	3,172,517	3,172,517	6.00
78304B	Radio System Replacement (Phase 1)	0	1,350,000	1,350,000	0.00
78304C	Radio System Replacement (Phase 2)	0	1,400,000	1,400,000	0.00
78305	IT Mobile Device Expense Management	0	2,461,776	2,461,776	1.00
78306	IT Network Services	0	4,782,470	4,782,470	6.00
78307	IT Desktop Services	0	4,041,692	4,041,692	23.50
78308	IT Asset Replacement	0	10,026,121	10,026,121	0.00
78309	IT Portfolio Services: HD, ENT, MCSO, DA	0	2,668,526	2,668,526	7.50
78310	IT Software Development and Application Integration	0	2,914,143	2,914,143	13.00
78311	IT Portfolio Services: DCS, NonD/EM, DCA, DCM,ERP	0	2,125,136	2,125,136	9.00
78312	IT Data & Reporting Services	0	8,889,731	8,889,731	32.00
78313	IT ERP Application Services	0	4,048,035	4,048,035	7.00
78314	IT Enterprise and Web Application Services	0	6,232,342	6,232,342	14.00
78315	IT Portfolio Services: Library	0	707,013	707,013	3.00
78316	IT Shared Operating Expenses	0	8,567,776	8,567,776	4.00

County Assets

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Prog. #	Program Name	FY 2024 General Fund	Other Funds	Total Cost	FTE
78317	IT Data Center & Technical Services	0	7,266,546	7,266,546	24.75
78327	IT Cybersecurity and Data Compliance Services	0	2,945,813	2,945,813	6.00
78329	Financial Data Mart Phase 2	0	1,200,000	1,200,000	0.00
78330	CEDARS Replacement	0	4,895,000	4,895,000	0.00
78331	IT Portfolio Services: DCHS, DCJ, JOHS, LPSCC	0	2,263,183	2,263,183	8.00
78332	Website Digital Service Transformation Strategy	0	300,000	300,000	0.00
78334	Health - Supplemental Datasets for Analytics and Reporting	0	800,000	800,000	0.00
78335	Preschool For All - Preschool Early Learning	0	411,386	411,386	0.00
Fleet, Records, Distribution Services & Motor Pool					
78400	Fleet Services	0	6,849,816	6,849,816	12.00
78401	Fleet Vehicle Replacement	0	11,508,887	11,508,887	0.00
78402	Motor Pool	0	1,451,959	1,451,959	2.25
78403	Distribution Services	0	2,237,315	2,237,315	6.50
78404	Records Management	0	2,553,728	2,553,728	6.00
78404B	Records Management Content Manager Position	0	145,042	145,042	1.00
	Total County Assets	\$10,470,785	\$649,866,528	\$660,337,313	402.00

Includes cash transfers, contingencies and unappropriated balances

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Administration **Program Offer Stage:** Adopted

Related Programs:

Program Characteristics:

Executive Summary

The Department of County Assets (DCA) Director's Office is accountable for leadership, 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 Future of Work, the Workforce Equity Strategic Plan, and Climate Action Plan.

Program Description

DCA ensures that those who serve the community have what they need to provide excellent services and envisions a thriving community built on information, spaces, and services for everyone. DCA's goals include delivering timely and valuable services, building and maintaining relationships, building and promoting a high quality and diverse workforce that feel safe bringing their whole self to work, developing practices to streamline processes and deliver value, and promoting a culture of innovation, creative problem solving, and continuous improvement. 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 stewardship to all of the work that we do. We incorporate these values into 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Responses to monthly survey.	46%	50%	44%	50%
Outcome	Response rate above 9 or higher.	52%	55%	56%	58%

Performance Measures Descriptions

PM #1 - Percentage of employees responding to monthly engagement survey.

PM #2 - Outcome - Percentage of employees scoring 9 or above (out of 10) on monthly engagement survey.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$938,434	\$0	\$984,064	\$0
Contractual Services	\$80,000	\$0	\$4,454	\$0
Materials & Supplies	\$73,881	\$0	\$52,272	\$0
Internal Services	\$99,370	\$0	\$52,258	\$0
Total GF/non-GF	\$1,191,685	\$0	\$1,093,048	\$0
Program Total:	\$1,191,685		\$1,093,048	
Program FTE	4.00	0.00	4.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,183,778	\$0	\$1,212,179	\$0
Total Revenue	\$1,183,778	\$0	\$1,212,179	\$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 2023: 78000A DCA Director's Office



Program #78000B - DCA Director's Office Analyst Position

FY 2024 Adopted

Department: County Assets **Program Contact:** Tracey Massey

Program Offer Type: New **Program Offer Stage:** Adopted

Related Programs:

Program Characteristics:

Executive Summary

The DCA Director's Office provides leadership, strategic direction, assessment, and accountability in the oversight and management of County assets. The Evaluation Analyst will provide data analysis in order to fulfill that goal. Working with managers and subject matter experts throughout the department, this position is responsible for aggregating data from many sources and performing in-depth qualitative and quantitative analysis to aid in leadership decisions. This position will support the department's ability to report on its performance measures and equity targets.

Program Description

DCA has no positions focused on data and evaluation at the department. This staff position will provide the capacity to conduct data analysis to inform decisions across our department addressing IT, Facilities, Fleet, Records, Distribution, Motor Pool, and Business Services. This includes analysis related to HR staffing data, outcomes of our programs and services, equity implications, etc. This position will support our overall ability to explain how our services advance the County's values and evaluate the effectiveness of our program offers and the performance measures contained therein.

This additional position will increase our ability to make data driven decisions and better understand which communities are impacted by the work that we do. The Evaluation Analyst will increase our capacity to measure the success of our Workforce Equity Strategic Plan (WESP) and other employee inclusion initiatives as well as our externally facing customer service initiative, business process improvements, and environmental impact planning.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Written assessment and recommendations to establish a set of baseline performance goals	N/A	N/A	N/A	100%
Outcome	Percent of strategic initiatives performance metrics evaluated and updated.	N/A	N/A	N/A	50%

Performance Measures Descriptions

- PM#1 - Evaluate data sources and make recommendations considering program goals.
- PM#2 - Data sources evaluated and updated to more accurately reflect goal areas.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$119,131	\$0
Materials & Supplies	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$0	\$119,131	\$0
Program Total:	\$0		\$119,131	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

This program offer is funded via the County's internal services. Internal service charges recover the costs associated with supporting Facilities and Property Management, Information Technology, Fleet and Distribution funds. Ongoing costs for FY 2025 and beyond will be incorporated into and recovered via the County's internal services.

Significant Program Changes

Last Year this program was:

Department: County Assets

Program Contact: Patsy Moushey

Program Offer Type: Support

Program Offer Stage: 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; on-boarding; 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 nearly 450 staff members within DCA. This team is under the direction of the Human Resources Manager and reports to the DCA Director.

Program Description

To achieve our goal of “a healthy, diverse, and inclusive workforce”, the HR team performs as a strategic business partner for managers and employees. 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 in alignment with the Workforce Equity Strategic Plan, participate in the department equity community, 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 450 regular, temporary/on-call, and limited duration employees of the DCA divisions, which in turn serve the other County departments. The supported employees include members of AFSCME Local 88, IUOE Local 701 (Operating Engineers) and members of IBEW Local 48 (Electrical Workers). Additionally, non-represented 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of recruitments	59	60	75	60
Outcome	Percent of recruitments that are successful (end in a hire).	130%	90%	95%	95%
Output	% of new & transferring regular employees that receive all performance reviews during their trial service period.	96%	95%	95%	95%

Performance Measures Descriptions

PM #1 - Number of recruitments.

PM #2 - Percent of recruitments that are successful (end in a hire). Some may result in more than one hire.

PM #3 - Percent of new and transferring regular status employees that receive all performance reviews during their trial service period.

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	2023	2023	2024	2024
Personnel	\$1,377,272	\$0	\$1,547,385	\$0
Contractual Services	\$15,000	\$0	\$15,000	\$0
Materials & Supplies	\$40,174	\$0	\$9,952	\$0
Internal Services	\$129,781	\$0	\$120,131	\$0
Total GF/non-GF	\$1,562,227	\$0	\$1,692,468	\$0
Program Total:	\$1,562,227		\$1,692,468	
Program FTE	8.00	0.00	8.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,457,657	\$0	\$1,682,524	\$0
Total Revenue	\$1,457,657	\$0	\$1,682,524	\$0

Explanation of Revenues

Costs of the HR team are allocated proportionately among users. Internal service charges and general funds cover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds.

Significant Program Changes

Last Year this program was: FY 2023: 78001 DCA Human Resources

Department: County Assets

Program Contact: Lisa Whedon

Program Offer Type: Support

Program Offer Stage: 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). The team develops the countywide cost allocations and recovery for DCA's internal services. Equity is incorporated throughout all phases of the budget process, from development and planning through implementation, measurement, and evaluation.

Program Description

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, allocating costs equitably across the County and within DCA divisions, providing tools for budgeting and modeling scenarios, monitoring budget to actual spend to ensure funding decisions are meeting intended targets, aligning with DCA and County values around equity and inclusion to understand whether underserved populations are impacted by funding decisions.

This program coordinates countywide annual internal service rate development and capital planning, monitoring and reporting 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. The program provides 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Conduct monthly and/or quarterly current year estimates meetings with management	9	9	9	9
Outcome	Expenditures are in alignment with approved budget as demonstrated through budget to actuals reporting	100%	100%	100%	100%

Performance Measures Descriptions

PM #1 - Number of meetings designed to create awareness and inform decision makers

PM #2 - Monitor and communicate actual expenditures to budget to ensure funding decisions are followed.

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	2023	2023	2024	2024
Personnel	\$1,242,960	\$0	\$1,364,729	\$0
Materials & Supplies	\$36,124	\$0	\$37,215	\$0
Internal Services	\$113,861	\$0	\$85,802	\$0
Total GF/non-GF	\$1,392,945	\$0	\$1,487,746	\$0
Program Total:	\$1,392,945		\$1,487,746	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,387,623	\$0	\$1,487,746	\$0
Total Revenue	\$1,387,623	\$0	\$1,487,746	\$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 2023: 78002 DCA Budget & Planning

Department: County Assets **Program Contact:** Tracey Massey

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

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

Executive Summary

The County implemented a Workplace Security Program to provide a multi-disciplinary approach to safety and security for our employees across the County in FY 2023. The Workplace Security Team identified a set of security-focused building improvements as part of their facility assessment processes. This program offer supports the work necessary to address multiple projects approved to date.

Program Description

The County is facing increased safety and security issues at our facilities. Employees have expressed concerns about working in the downtown corridor and other County locations due to increased violence in the community. Staff have experienced an increase in physical threats in some locations. The new Workplace Security Program has assessed security risks throughout the County's facilities and identify prioritized plans to improve our risk profile. This offer will provide funding for security related capital needs for these locations:

The Multnomah Building - A set of security upgrades for the boardroom have been identified.

Juvenile Justice Center - Window security film will be installed to improve safety.

Juvenile Justice Center - An assessment of the Lobby Security will be completed. This will inform potential future improvements.

Anticipate minimal operational ongoing costs in future years. Equipment requires very little maintenance.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete three identified projects	N/A	N/A	3	3
Outcome	The risk profile of prioritized buildings is reduced	N/A	100%	100%	100%

Performance Measures Descriptions

PM#1 - Complete the work of three approved projects

PM#2 - With these improvements in place, a re-evaluation of these buildings should show a reduced risk profile.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$1,000,000	\$0	\$500,000	\$0
Total GF/non-GF	\$1,000,000	\$0	\$500,000	\$0
Program Total:	\$1,000,000		\$500,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is funded with one-time-only General Funds

Significant Program Changes

Last Year this program was: FY 2023: 78003B Countywide Safety and Security Infrastructure

Department: County Assets **Program Contact:** Heidi Leibbrandt
Program Offer Type: Support **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Department of County Assets' (DCA) Procurement & Contracting team is one of three service teams with DCA's Business Services Division. This team is responsible for developing, negotiating, and managing the procurement and contracting functions in support of Fleet, Distribution, Facilities, IT, Records and DCA Administration as well as Non-Departmental Offices and elected officials.

Program Description

The Department of County Assets Procurement & Contracting Program is responsible for the procurement of goods and services in support of countywide operations. The program is responsible for large-scale procurements associated with our Facilities and Property Management Division and Information Technology Division. These procurements and resulting contracts have impact across the county with the residents of Multnomah County. The team provides consultation, risk assessment, procurement and contracting development, contract negotiation, acquisition services, supplier management and on-going contract administration. The program ensures compliance with applicable procurement and contracting rules and laws; collaborates with departmental partners in the review of administrative procedures, policies and the implementation of best practices; participates in countywide teams including Purchasing Advisory Council, Purchasing Leaders Group, and the Strategic Sourcing Council.

This program follows WESP and Think Yes principles to ensure inclusive, transparent and equitable processes through the lifespan of public procurement and contracting activities. This program reports to the departmental Business Services/Deputy Director.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of procurements and contracts processed	2,636	2,400	3,331	3,664
Outcome	Percentage of contract processed following established processes	100%	100%	100%	100%

Performance Measures Descriptions

PM #1 - Measures the total volume of procurements, contracts, amendments, renewals, and purchase orders processed by the Procurement and Contracting staff.

PM #2 – Tracks the percentage of contracts issued under established processes demonstrating adequate controls are in place to ensure best purchasing practices.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. The County establishes and implements Public Contract Review Board (PCRB) Rules and Administrative Procedures CON-1 and PUR-1 to define its procurement and contracting processes within the constraints of ORS requirements. DCA Contracts must adhere to Commercial Contract laws, Bureau of Labor and Industry laws, Construction and Architectural/Engineering contracting laws, Employment laws, Privacy laws, Domestic Violence and Criminal records laws and others. DCA Procurement, using cooperative agreements, must adhere to state and federal laws.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$2,757,318	\$0	\$3,069,383	\$0
Contractual Services	\$4,200	\$0	\$1,748	\$0
Materials & Supplies	\$63,040	\$0	\$43,766	\$0
Internal Services	\$353,066	\$0	\$309,699	\$0
Total GF/non-GF	\$3,177,624	\$0	\$3,424,596	\$0
Program Total:	\$3,177,624		\$3,424,596	
Program FTE	17.50	0.00	17.50	0.00

Program Revenues				
Other / Miscellaneous	\$2,777,979	\$0	\$2,989,604	\$0
Total Revenue	\$2,777,979	\$0	\$2,989,604	\$0

Explanation of Revenues

Costs are allocated proportionately among users: 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 2023: 78101A DCA Business Services Procurement & Contracting

Department: County Assets **Program Contact:** Tony Dornbusch

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

Related Programs:
Program Characteristics:

Executive Summary

The Department of County Assets' (DCA) Business Services Finance team is one of 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Maintain quarterly aged receivable balance below \$100,000.	\$269,944	\$100,000	\$200,000	\$200,000
Outcome	Percent of invoices entered and paid within standard net 30	71%	90%	82%	82%

Performance Measures Descriptions

PM#1 - Demonstrates we are collecting from agencies in a timely manner and help improve the County's overall cash position.

PM#2 - Demonstrates we are entering in invoices and paying our vendors in a timely manner. Due to the increase in COVID/ARPA and other related grant funding, the receivables aging has increased due to slow payment.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,322,016	\$0	\$1,443,350	\$0
Materials & Supplies	\$16,800	\$0	\$45,968	\$0
Internal Services	\$167,393	\$0	\$150,810	\$0
Total GF/non-GF	\$1,506,209	\$0	\$1,640,128	\$0
Program Total:	\$1,506,209		\$1,640,128	
Program FTE	9.00	0.00	9.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,226,449	\$0	\$1,261,524	\$0
Total Revenue	\$1,226,449	\$0	\$1,261,524	\$0

Explanation of Revenues

Costs are allocated proportionately among users: County 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 2023: 78102 DCA Business Services Finance

Department: County Assets **Program Contact:** Tony Dornbusch

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

Related Programs:
Program Characteristics:
Executive Summary

Strategic Sourcing team is one of three service teams in the Department of County Assets' (DCA) Business Services Division. The team facilitates the consolidation of the County's purchasing power to find the best possible values in the marketplace, while adhering to County values. The seven step Strategic Sourcing practice is anchored in the identification of requirements and risks to the County, as well as adherence to County values and compliance with governing laws. The Seven Steps of Strategic Sourcing also includes a robust analysis of equity, economic, and environmental impacts and considerations. The Strategic Sourcing unit reports to the departmental Deputy Director.

Program Description

Strategic Sourcing practices follow a holistic approach for 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.

Strategic Sourcing initiatives primarily support the acquisition of goods and 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 team chairs the County's Strategic Sourcing Council, which identifies and prioritizes initiatives based upon risk, value and impact across the County.

Based upon recent experiences with emergency responses to fires, the pandemic, and sheltering requirements, in addition to a greater focus on diversity, equity and inclusion, the focus of Strategic Sourcing and the associated performance measures are evolving to better align with the County's direction and strategies to respond to events encountered and values held by the County.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percentage of strategic sourcing contracts reviewed and amended for emergency operations priority.	10%	60%	50%	90%
Outcome	Dollars spent under managed contracts as a percentage of non-personnel dollars in the County.	1.68%	1.65%	1.59%	1.65%

Performance Measures Descriptions

PM#1 - Improves the County's ability to obtain goods and services in an emergency

PM#2 - The total amount spent under Strategic Sourcing Initiatives/Contracts as a percentage of the total amount of Non-personal services (i.e. excluding Health and Human Services) spent across the County. Increasing percentage demonstrates value for the County.

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	2023	2023	2024	2024
Personnel	\$422,822	\$0	\$466,936	\$0
Materials & Supplies	\$4,033	\$0	\$4,668	\$0
Internal Services	\$45,854	\$0	\$42,064	\$0
Total GF/non-GF	\$472,709	\$0	\$513,668	\$0
Program Total:	\$472,709		\$513,668	
Program FTE	2.50	0.00	2.50	0.00

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

Explanation of Revenues

Program is funded with General Funds

Significant Program Changes

Last Year this program was: FY 2023: 78104 DCA Business Services Countywide Strategic Sourcing

Department: County Assets

Program Contact: Dan Zalkow

Program Offer Type: Internal Service

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:
Executive Summary

DCA's Facilities and Property Management (FPM) Division Director's Office provides accountable leadership to connect, elevate, and be of service to the Division's work units, including client services, operations & maintenance, strategic planning, and project delivery. FPM administration includes ensuring that work to design, construct, renovate, operate, maintain, acquire and lease facilities is done with high quality, excellent service and equitable outcomes at the forefront of all decisions. As stewards of taxpayer dollars, making good financial decisions is a high priority while also prioritizing the environmental and social impact of decisions. The FPM team strives to ensure County facilities are welcoming, safe and accessible.

Program Description

The FPM Director's Office provides oversight and guidance on the acquisition, operation, and maintenance of County-owned and County-leased properties. The Director's Office oversees planning and construction projects. We ensure that thoughtful decisions are made to ensure that buildings are in good condition and are welcoming to all occupants and visitors. We ensure that design and construction projects are implemented and delivered with high quality, effective management and a collaborative approach.

The Director's Office leverages the County's Workforce Equity Strategic Plan and DCA's strategic plan to guide its efforts to create a work environment where everyone feels that they belong. Teams are supported to work respectfully and professionally with all County departments and programs. We use our core values of stewardship, equity, collaboration, innovation, and integrity when making recommendations on real estate and facilities issues. Our technology and systems analytics teams centralize and maintain all critical building information, coordinate technology systems, administer division-wide process improvement projects, and provide data and metrics so managers can measure success and see how the work they do matters.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average employee engagement score	10	25	25	30
Outcome	Number of active corrective tasks division-wide	N/A	N/A	3,800	3,000

Performance Measures Descriptions

PM #1 - Average employee engagement score compared to the previous year. Increasing score indicates improvement.
 PM #2 - Number of active corrective tasks Division-wide. This is a new measure. Declining numbers indicate improvement.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$126,452	\$1,993,965	\$0	\$2,299,763
Contractual Services	\$0	\$11,570	\$0	\$12,162
Materials & Supplies	\$0	\$147,571	\$0	\$166,023
Internal Services	\$0	\$1,843,530	\$0	\$2,204,001
Total GF/non-GF	\$126,452	\$3,996,636	\$0	\$4,681,949
Program Total:	\$4,123,088		\$4,681,949	
Program FTE	1.00	11.95	0.00	12.75

Program Revenues				
Financing Sources	\$0	\$123,621	\$0	\$0
Total Revenue	\$0	\$123,621	\$0	\$0

Explanation of Revenues

Facilities Operating Fund programs such as this 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 2023: 78200A Facilities Director's Office

The FY 2024 budget replaces \$126K of one-time General Fund revenue for an Administrative Analyst Senior (1.00 FTE) with ongoing internal service revenue. Otherwise FTE changes reflect realignments within FPM to better reflect organizational structure.



Program #78201 - Facilities Debt Service and Capital Fee Pass Through FY 2024 Adopted

Department: County Assets **Program Contact:** Cindy Forsythe
Program Offer Type: Internal Service **Program Offer Stage:** Adopted
Related Programs: 78205, 78206A, 10026
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 Description

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 2024 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of accurate and complete annual allocations to departments	100%	100%	100%	100%
Outcome	Percent accurate and complete building occupancy data for accurate allocations	100%	100%	100%	100%

Performance Measures Descriptions

PM#1 - FPM provides accurate billing for debt service and capital fee pass through expenses
PM#2 - 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	2023	2023	2024	2024
Internal Services	\$0	\$5,980,481	\$0	\$5,974,731
Cash Transfers	\$0	\$365,182	\$0	\$310,548
Total GF/non-GF	\$0	\$6,345,663	\$0	\$6,285,279
Program Total:	\$6,345,663		\$6,285,279	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,948,436	\$0	\$5,942,679
Total Revenue	\$0	\$5,948,436	\$0	\$5,942,679

Explanation of Revenues

Facilities Operating Fund programs such as this 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 2023: 78201 Facilities Debt Service and Capital Fee Pass Through

Department: County Assets **Program Contact:** Michael Smith

Program Offer Type: Internal Service **Program Offer Stage:** Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Facilities' Operations and Maintenance (O&M) Program includes the operation, maintenance, and repair of County properties, including mechanical, electrical and structural systems. The goal is to provide well maintained, sustainable and safe facilities, ensuring all regulatory codes and mandates are met, that meet the needs of all people who reside, work in or visit County facilities. To achieve this, the O&M teams include a diverse workforce and apply the lens of equity and inclusion to build collaborative teams, incorporate continuous review and improvement of policies, procedures and "Think Yes" problem solving methodology. Decisions are made to improve the quality of the County's building portfolio, extend the life of buildings, reduce the environmental footprint, and improve the safety and health of all facilities.

Program Description

The O&M Program consists of multiple trade groups who cover the 24/7 year round activities necessary to effectively maintain the County's diverse facility portfolio. Staff complete two types of maintenance activities: proactive and reactive. Examples of proactive activities include changing filters on HVAC units, generator tests, roof inspections, fire/life system testing, and video and building systems maintenance. These activities reduce the need for capital improvements, reduce the number of unscheduled shutdowns, and extend the life of equipment. Reactive work activities including making small repairs and addressing more significant issues such as a failed boilers, air handlers, power distribution systems, electronic systems, plumbing systems, building security, access, or other building structure or system components. The O&M teams help identify and prioritize short term and long term capital projects.

The O&M program goals are to properly and safely operate and maintain facilities, conserve energy and resources through the optimization of more efficient equipment and systems, provide welcoming, safe, and functional facilities to effectively serve County stakeholders and all populations that the County serves. Work prioritization is made based on safety, equity, staff availability and operational needs. Impacts to reducing services could result in the reduction of available County services to provide proactive work and could reduce response times for reactive work.

The O&M Program aligns with County department and stakeholder values to provide facilities that serve all populations served by County departments at all times, including during severe weather and disaster events, while applying a "Think Yes" approach.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Preventive maintenance work order costs as a percent of total maintenance work order costs	42%	45%	41%	45%
Outcome	Customer satisfaction surveys with a result of "very satisfied" out of 100%	82%	90%	85%	85%

Performance Measures Descriptions

PM #1 - The percentage of proactive 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.

PM #2 - Customer satisfaction surveys: Percentage of submitted customer reviews marked "very satisfied" out of 100%

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$11,698,109	\$0	\$12,763,922
Contractual Services	\$0	\$447,981	\$0	\$525,410
Materials & Supplies	\$0	\$13,193,367	\$0	\$13,822,609
Internal Services	\$0	\$2,109,160	\$0	\$2,370,651
Total GF/non-GF	\$0	\$27,448,617	\$0	\$29,482,592
Program Total:	\$27,448,617		\$29,482,592	
Program FTE	0.00	77.50	0.00	78.50

Program Revenues				
Other / Miscellaneous	\$0	\$39,624,853	\$0	\$42,934,214
Beginning Working Capital	\$0	\$431,732	\$0	\$496,399
Service Charges	\$0	\$1,053,157	\$0	\$1,120,046
Total Revenue	\$0	\$41,109,742	\$0	\$44,550,659

Explanation of Revenues

Facilities Operating Fund programs such as this 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 2024, \$390K of reserves revenue funds an OSHA mandated HVAC systems pipe-labeling project and \$105K of prior years' one-time-only funding for Security programming is carried over.

Significant Program Changes

Last Year this program was: FY 2023: 78202A Facilities Operations and Maintenance

The FY 2024 budget replaces \$124K of one-time General Fund revenue for a Facilities Specialist 2 (1.00 FTE) with ongoing internal service revenue. In addition, includes an additional \$300K in materials and supplies for contract HVAC rooftop unit maintenance and a supervisor position (1.00 FTE) reclassified down from a manager and reassigned from Client Services (78203) for more concentrated supervision in the Compliance work group.

Department: County Assets

Program Contact: Jon Ison

Program Offer Type: New

Program Offer Stage: Adopted

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

Executive Summary

This program offer is for contracted work to purchase and install machine guarding for all antiquated equipment with moving parts. This will improve safety for our staff, and will ensure compliance with Occupational Safety and Health Administration (OSHA) standards.

Program Description

This program will add safety guards on antiquated equipment with moving parts that present a potential safety hazard to employees and contractors. This equipment is located in buildings across the County. Facilities and Property Management (FPM) will work with the contractor to determine the priority order of replacements. Because the contractor is specialized, the ability to complete all buildings across the County is unlikely within one fiscal year. These newly designed and installed guards will bring the County equipment in compliance with OSHA. This program is in alignment with the County's safety, trust and belonging values

This project will span FY 2024 through FY 2025 and costs are projected to be \$445,000. In FY 2024 forty-eight buildings will be upgraded at an approximate cost of \$5,000/building or \$240,000. The remaining forty-one buildings will be upgraded in FY 2025 using the remaining funds from project.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Install machine guards to equipment in identified buildings	N/A	N/A	N/A	48
Outcome	Compliance with OSHA standards on completed buildings	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM-1 - Install safety guards on equipment with moving parts in a minimum of 48 buildings.

PM-2 - Achieve compliance with OSHA standards on completed buildings in PM-1

Legal / Contractual Obligation

OHSA Requirement 1910.212(a)(2) General requirements for machine guards.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Materials & Supplies	\$0	\$0	\$0	\$445,000
Total GF/non-GF	\$0	\$0	\$0	\$445,000
Program Total:	\$0		\$445,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$445,000
Total Revenue	\$0	\$0	\$0	\$445,000

Explanation of Revenues

This program offer may be funded using one-time-only general funds

Significant Program Changes

Last Year this program was:

Department: County Assets

Program Contact: Jeff Lewis

Program Offer Type: Internal Service

Program Offer Stage: Adopted

Related Programs:

Program Characteristics:

Executive Summary

The Facilities Client Services program provides property management services to more than 150 buildings and approximately 3.8 million square feet of County facility space. The program serves as the customer service interface between Facilities and County programs. The program's goal is to ensure that our buildings are properly managed and our clients are engaged in facilities-related activities. The property managers coordinate project planning work, address property issues, and ensure collaboration, communication and coordination with program representatives for optimal service delivery. Decisions related to what projects are handled and when are based on building system life cycle, safety, building conditions, and equity priorities.

Program Description

Facilities' Property Managers ensure that all County building users have a single, visible, and accessible point of contact for property and building services. The County's property portfolio is dispersed by department or program and each Property Manager has direct oversight of their respective building portfolios. The Property Manager is responsible for coordinating routine building activities (such as janitorial service, security, and window washing) and ensuring that repairs and/or maintenance projects are completed. The goal is to ensure buildings are safe and welcoming and that quality services are delivered safely, accessibly, and effectively to all County employees, customers, and residents. The Property Managers enhance Facilities' relationship with programs by collaborating, communicating, and coordinating with clients well.

This program administers approximately \$14.5 million of contracted services, ensuring high quality vendor performance and accurate billing. They are also responsible for helping to identify and prioritize needed building improvements delivered through the Capital Improvement Funds. These recommendations are typically based on building system life; safety, fire and life regulations; and building conditions. They are always in coordination with programmatic needs, using an equity lens in the decision-making process. The team assists with the coordination of the annual assessment of all Capital facility needs and helps to develop a specific strategy consistent with available funding, which permits the completion of improvements in a carefully planned approach. Property Managers respond to emergencies and coordinate after-hours access to buildings by contractors, community groups, or others.

The team contracts with Oregon Forward firms to provide janitorial and landscaping services. Oregon Forward firms hire individuals who may otherwise not have gainful employment.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of annual customer expectation surveys with "very satisfied" score.	42%	70%	65%	70%
Outcome	Average time in months to complete reactive work tasks	N/A	N/A	3.5	2.5

Performance Measures Descriptions

PM#1 - 70% of surveys return as "very satisfied" from client contact.

PM#2 - Reduce the average length of time in months to complete reactive work tasks, improving efficiency. This is a new performance measure.

Legal / Contractual Obligation

The Facilities Division contracts with Oregon Forward Firms to provide janitorial and landscaping services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,693,068	\$0	\$1,630,993
Contractual Services	\$100,000	\$12,536,255	\$0	\$14,388,334
Materials & Supplies	\$0	\$678,061	\$0	\$803,178
Internal Services	\$0	\$355,489	\$0	\$415,069
Total GF/non-GF	\$100,000	\$15,262,873	\$0	\$17,237,574
Program Total:	\$15,362,873		\$17,237,574	
Program FTE	0.00	10.00	0.00	9.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,815,223	\$0	\$7,988,055
Total Revenue	\$0	\$6,815,223	\$0	\$7,988,055

Explanation of Revenues

Facilities Operating Fund programs such as this 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 2023: 78203A Facilities Client Services

The FY 2024 budget replaces \$100K of one-time General Fund revenue for the transition to electric leaf blowers with ongoing internal service revenue. In addition, increases in contractual services is in Enhanced Services (\$800K in security and \$390K in janitorial). Also, a manager position (1.00 FTE) is reclassified down to a supervisor and moved to Operations and Maintenance (78202) for more focused supervision in the Compliance work group.

Department: County Assets **Program Contact:** Greg Hockert
Program Offer Type: Internal Service **Program Offer Stage:** Adopted
Related Programs: 78205, 78206A, 78213
Program Characteristics:

Executive Summary

The Facilities Capital Improvement section 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 work with available resources and provides management and oversight of all the required improvements, construction, renovation, and capital maintenance work in buildings. Decisions are based on the priorities of life, safety, fire, and equity.

Program Description

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 Initiatives, and Diversity and Equity goals. They incorporate sustainable practices in accordance with County policies, County Design Standards, and the Climate Action Plan. Project managers are also responsible for coordinating construction activities with building users (both internal and external users), consultants, and contractors, and are a resource for improving services to the community. The result is buildings that are functional, maintainable, and accessible to ensure continued operations.

Project Managers ensure 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. This program strives to fund projects that are equitable across County departments and includes a strong allocation of project funds to diverse local vendors. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of new projects added to the capital projects portfolio.	19	40	52	32
Outcome	Percent of completed planned active projects.	62%	75%	55%	60%

Performance Measures Descriptions

PM #1 - Number of new capital projects added to the Capital 5-year plan portfolio in the fiscal year. Note a decline in projects for FY 2024 reflects a concerted effort to combine multiple requested projects that can be managed as one project within a building.

PM #2 - Percent of active projects scheduled to be completed during a fiscal year that are actually completed in that fiscal year.

Legal / Contractual Obligation

There are a number of projects carrying over into FY 2024 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	2023	2023	2024	2024
Personnel	\$0	\$1,140,351	\$0	\$1,145,904
Materials & Supplies	\$0	\$88,800	\$0	\$123,541
Internal Services	\$0	\$1,304,042	\$0	\$1,348,425
Total GF/non-GF	\$0	\$2,533,193	\$0	\$2,617,870
Program Total:	\$2,533,193		\$2,617,870	
Program FTE	0.00	11.90	0.00	12.30

Program Revenues				
Other / Miscellaneous	\$0	\$1,717,800	\$0	\$1,811,227
Total Revenue	\$0	\$1,717,800	\$0	\$1,811,227

Explanation of Revenues

This program is primarily funded by the Asset Preservation (2509) funds.

AP Fees: \$1,811,227

Significant Program Changes

Last Year this program was: FY 2023: 78204 Facilities Capital Operation Costs

FTE changes are reflection of reallocation of resources within FPM.

Department: County Assets **Program Contact:** Greg Hockert
Program Offer Type: Internal Service **Program Offer Stage:** Adopted
Related Programs: 78204, 78206A, 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, maintainable, functional, and energy efficient facilities for the operating programs. 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, grants, and client funded projects.

Program Description

The Capital Improvement Program (CIP) provides funding for the annual 5-year Capital Plan that focuses on the County's 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 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, maintainability, equipment life cycle, and equity. The program looks for project efficiencies that benefit the maintenance staff, building users, and extend the useful life of the building, plus a strong allocation of project funds to diverse local vendors.

The 5-year CIP Plan sets clear goals to distribute project funds equitably across County departments and buildings. The plan fosters communication with departments as well as providing a tool to facilitate collaboration with both internal and external clients and building users.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of new projects added to the Capital Improvement Program projects portfolio	5	6	7	10
Outcome	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	64%	75%	55%	60%

Performance Measures Descriptions

PM #1 - Number of new capital projects added to the Capital Improvement Program (CIP) 5-year plan portfolio to be implemented and managed by FPM project managers in the fiscal year.

PM #2 - Percent of projects scheduled to be completed during a fiscal year that are actually completed in that fiscal year.

Legal / Contractual Obligation

There are a number of projects carrying over into FY 2024 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	2023	2023	2024	2024
Contractual Services	\$0	\$23,385,826	\$0	\$25,496,107
Materials & Supplies	\$0	\$116,400	\$0	\$0
Capital Outlay	\$0	\$521,843	\$0	\$535,219
Total GF/non-GF	\$0	\$24,024,069	\$0	\$26,031,326
Program Total:	\$24,024,069		\$26,031,326	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$12,425,892	\$0	\$12,392,895
Financing Sources	\$0	\$171,068	\$0	\$161,929
Interest	\$0	\$75,000	\$0	\$150,000
Beginning Working Capital	\$0	\$11,196,032	\$0	\$13,169,945
Service Charges	\$0	\$156,077	\$0	\$156,557
Total Revenue	\$0	\$24,024,069	\$0	\$26,031,326

Explanation of Revenues

Fund 2507 Capital Improvement Program:
 BWC \$12.6 million from project carryover; \$0.5 million from asset replacement program offer
 IGA City of Portland share of Justice Center Projects \$0.1 million
 Intl Svc Reimbursement CIP fee from County occupants \$5.3 million
 Cash transfer revenue from external clients \$0.2 million
 Other revenue \$7.0 million from client funded projects
 Interest income \$0.1 million

Significant Program Changes

Last Year this program was: FY 2023: 78205 Facilities Capital Improvement Program

Department:	County Assets	Program Contact:	Greg Hockert
Program Offer Type:	Internal Service	Program Offer Stage:	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, maintainable, functional, and efficient for the operating programs. Decisions are based on these priorities: life, safety, fire, and equity. The majority of the funding for this offer comes from the Asset Preservation (AP) fees.

Program Description

The Asset Preservation Program (AP) provides funding for the annual 5-year Capital Plan that focuses on the County's 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 maintainable. 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 Plan. The Capital Plan is based on a comprehensive database which identifies all projected replacement needs in Tier I buildings. The 5-year CIP Plan sets clear goals to distribute project funds equitable across County departments and buildings. The plan 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, maintainable, and equity. The program looks for project efficiencies that benefit the building users and extend the useful life of the building plus a strong allocation of project funds to diverse local vendors.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of new projects added to the Asset Preservation portfolio	9	22	30	14
Outcome	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	51%	75%	50%	60%

Performance Measures Descriptions

PM #1 - Number of new capital projects added to the Asset Preservation (AP) portfolio to be implemented and managed by FPM project managers in the fiscal year. Note a decline in projects for FY 2024 reflects a concerted effort to combine multiple requested projects that can be managed as one project within a building.

PM #2 - Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.

Legal / Contractual Obligation

There are a number of projects carrying over into FY 2024 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	2023	2023	2024	2024
Personnel	\$0	\$0	\$0	\$927,175
Contractual Services	\$0	\$27,456,075	\$0	\$34,084,699
Total GF/non-GF	\$0	\$27,456,075	\$0	\$35,011,874
Program Total:	\$27,456,075		\$35,011,874	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$8,314,398	\$0	\$7,087,762
Financing Sources	\$0	\$194,114	\$0	\$148,619
Interest	\$0	\$100,000	\$0	\$200,000
Beginning Working Capital	\$0	\$20,856,303	\$0	\$28,382,018
Service Charges	\$0	\$99	\$0	\$118
Total Revenue	\$0	\$29,464,914	\$0	\$35,818,517

Explanation of Revenues

BWC from routine project carryover \$28.4 million
 Intl Svc Reimbursement AP fee from County occupants \$7.1 million
 Cash transfer revenue from external clients \$0.2 million
 Interest income \$0.2 million

Significant Program Changes

Last Year this program was: FY 2023: 78206 Facilities Capital Asset Preservation Program

Beginning working capital carryover increased year over year due to global material shortages which resulted in longer lead times for projects.

Department: County Assets **Program Contact:** Greg Hockert
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

This program offer continues the Department of Community Justice (DCJ) and Department of County Assets (DCA) Facilities and Property Management's (FPM) effort to improve conditions of confinement in the Juvenile Detention facility by investing in the physical building which is 28 years old and in need of capital improvements. The project includes continued work on a major renovation of two sleeping pods (four units) to create a safer and trauma informed environment.

Program Description

Juvenile Justice complex (JJC) was built in 1994 and current group pods located at JJC do not meet the current programmatic and safety needs for the DCJ. Facilities and Property Management collaborated with DCJ on a new design that fully renovated the entire pod spaces that advocates for priorities set forth by DCJ and align with a safe, accessibility, trauma informed design.

Facilities and Property Management collaborated with the Department of Community Justice to fully renovate the entire pod spaces to update the pod layouts, plumbing fixtures, lighting, doors, safety railing improvements, accessibility upgrades, kitchen/laundry, new cabinetry, detention electronics, all new finishes to be trauma informed. This program offer focuses on creating youth sleeping rooms that are less institutional, making showers safer, expanding usable space in the dayroom, creating areas for additional programming/services, and improving lighting and ventilation. Youth of color are significantly over-represented in detention. These improvements will help youth of color by providing a safe and trauma informed environment. The refurbishment improves the sleeping rooms, showers and programming space. When youth feel safe they are able to gain skills, stabilize and then successfully return to home or other community placements.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete set of project plans/submittals for Pod B and permitting for Pod A	N/A	N/A	90%	100%
Outcome	The percentage of project work completed for both Pod A & B	N/A	N/A	20%	60%

Performance Measures Descriptions

PM -1 complete project submittals, ordering materials, begin construction of pod B, demolition and completion of the permitting for pod A.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$1,193,446	\$0	\$6,032,640
Internal Services	\$3,200,000	\$0	\$0	\$0
Total GF/non-GF	\$3,200,000	\$1,193,446	\$0	\$6,032,640
Program Total:	\$4,393,446		\$6,032,640	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$1,935,050
Beginning Working Capital	\$0	\$0	\$0	\$4,097,590
Total Revenue	\$0	\$0	\$0	\$6,032,640

Explanation of Revenues

BWC carryover from FY 2023 \$4.1 million
 Intl Svc Reimbursement AP fee from County occupants \$1.9 million

Significant Program Changes

Last Year this program was: FY 2023: 50051B Juvenile Detention Building Improvements

In FY 2023, the estimated project budget was \$7.2M. This consisted of \$3.2M in program offer 50051B (Juvenile Detention Building Improvements) and \$1.3M in program offer 78206 (Facilities Capital Asset Preservation Program), with the remaining \$2.7M planned in future years of the capital improvement plan.

We now estimate the total project budget to be \$8.2M. The difference is due to inflation and a more trauma informed plan and design for the pods. In addition to the funds previously approved, \$1 million was added to the project by the Department of Community Justice using FY 2023 operating funds. With Board approval in FY 2023, all project funds will be transferred into this DCA program offer.

**Program #78207 - Facilities Interiors Group**

FY 2024 Adopted

Department: County Assets **Program Contact:** Greg Hockert**Program Offer Type:** Internal Service **Program Offer Stage:** 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, and which include a "Think Yes!" customer service approach to each client interaction. The goal of this program is to create and manage interior standards consistently for physical environments that exemplify safety, accessibility, and belonging while providing continued improvement to operational needs. The bulk of the cost of the program is recovered through costs settling to the departments requesting the service on an as-needed basis.

Program Description

This program coordinates the moving, adding or changing of systems furniture and interior spaces throughout the County, as well as the inventorying of surplus systems furniture for later re-use. The team manages the coordination of major and minor moves, as well as delivering 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 was instrumental in developing the Workplace Modernization Initiative adopted by the Board of County Commissioners and coordinates the selection of interior finishes and furnishings for operational needs to ensure continued access to County services. This team conducted instrumental work in researching, developing and coordinating County standards during the COVID-19 interior space changes.

The team provides collaboratively planned interior spaces and furniture for County buildings, employees, and the public that promote County values with emphasis on trauma-informed design that are equitable, and bringing a "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.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Customer Service Satisfaction survey average score	4.8	4.8	4.7	4.5
Outcome	Customer Journey Experience survey participation	22%	100%	20%	75%

Performance Measures Descriptions

PM#1 - Increase or maintain customer satisfaction as measured on a 1 - 5 scale.

PM#2 - Increase the participation rate of the customer survey so that future services are deployed with empathy and efficiency based on customer feedback.

Legal / Contractual Obligation

There are a number of projects carrying over into FY 2024 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	2023	2023	2024	2024
Personnel	\$0	\$715,179	\$0	\$748,058
Contractual Services	\$0	\$10,560	\$0	\$11,102
Materials & Supplies	\$0	\$13,416	\$0	\$17,130
Internal Services	\$0	\$93,248	\$0	\$61,035
Total GF/non-GF	\$0	\$832,403	\$0	\$837,325
Program Total:	\$832,403		\$837,325	
Program FTE	0.00	4.40	0.00	4.20

Program Revenues				
Other / Miscellaneous	\$0	\$404,855	\$0	\$881,032
Total Revenue	\$0	\$404,855	\$0	\$881,032

Explanation of Revenues

Facilities Operating Fund programs such as this is 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 2023: 78207 Facilities Interiors Group

Slight increase of 0.20 FTE which reflect realignments within FPM to better reflect organizational structure.

Department: County Assets **Program Contact:** Cindy Forsythe
Program Offer Type: Internal Service **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Facilities Utility Program accounts for utility costs incurred at County facilities including electricity, natural gas, water, sewer and garbage/recycling. The program goal is to provide oversight and recommendations to reduce energy and water consumption by 3% per year. Our goal is aligned with County policies aimed at reducing carbon emissions in operations. Expenses are passed through to County departments as a building-specific utility charge based on occupancy. DCA recognizes that climate change can have a disproportionate impact on those who can least afford to prepare or react. Our efforts in this program to reduce carbon emissions reflect the County’s mission to serve vulnerable populations.

Program Description

The purpose of this program is to provide utilities to County spaces as required to deliver public services. For example, it includes lighting at all libraries, heating and cooling at all health clinics, water for kitchens in detention facilities, and refuse services at homeless shelters. The program pays the invoices for electricity, natural gas, water/sewer and refuse/recycling services that are delivered by public utility companies to County facilities. These utilities are required for our departments to operate their programs, and the utility bills are passed through to them as a function of their occupancy at the site where utilities are provided. County clients and employees access these resources when they visit or work in any County facility.

Facilities and Property Management (FPM) provides oversight of the program to ensure utilities are delivered at an appropriate level to meet program needs. Utility rates fluctuate from year to year based on the availability of energy resources and the amount of resources needed to serve public functions. Utility rates increase at levels that have been similar to the cost of inflation over time. For this program, Facilities has implemented a goal to reduce electricity, natural gas, water and garbage consumption by 3% per year, which helps to mitigate utility rate increases and address equity and sustainability initiatives. There are multiple County policies that address carbon emissions and climate change:

- >Climate Action Plan
- >100 by 50 Resolution
- >Fossil Fuel Free Facilities
- >Green Building Policy
- >Energy Policy

FPM implements energy and water efficiency projects in collaboration with building occupants to reduce consumption and achieve Climate Action Plan goals. The Board of County Commissioners resolved to purchase 100% of electricity through renewable energy sources. The FY 2024 utility rates continue to include the cost of purchasing renewable energy credits.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Energy Use Intensity (kBtu/Sqft/year)	65	65	65	69
Outcome	Percent reduction in carbon emissions (metric tonnes CO2e)	3%	3%	3%	3%

Performance Measures Descriptions

- PM#1 - Energy Use Intensity reflects the energy consumption per square foot in County facilities. A declining rate demonstrates increased operating efficiency.
- PM#2 - Reduction of greenhouse gas emissions by 3% annually.

Legal / Contractual Obligation

Contractual obligations with Trash/Recycling companies.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Materials & Supplies	\$0	\$6,744,220	\$0	\$6,568,390
Total GF/non-GF	\$0	\$6,744,220	\$0	\$6,568,390
Program Total:	\$6,744,220		\$6,568,390	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,944,769	\$0	\$5,770,511
Total Revenue	\$0	\$5,944,769	\$0	\$5,770,511

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 2023: 78208 Facilities Utilities

Department: County Assets **Program Contact:** Cindy Forsythe

Program Offer Type: Internal Service **Program Offer Stage:** Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Lease Management team supplements the County's owned real estate portfolio with leased space to ensure County departments can deliver programs and services effectively and efficiently to their clients and the community. Lease management is also responsible for leasing excess County building space to external clients to reduce vacancy impacts on County operations. These external revenue leases supplement operations and help offset maintenance expenses, with a priority on leasing to entities that complement existing County programs and services.

Program Description

The Lease Management program is responsible for approximately 600,000 square feet, or 15%, of the County's portfolio. Lease Management works strategically with departments to assess and identify future space needs based on existing and future program requirements, logistics, operating efficiencies, adjacency opportunities, schedules and County-owned space vs leasing options.

Lease Management negotiates lease terms, obtains pertinent public permits, manages landlord disputes and proactively coordinates lease renewals. The program also provides operational support including Board approvals, lease representation, documentation, administration, legal coordination and enforcement. Team members manage leases to the highest professional standards to ensure full compliance and protection of the County's interest.

To reduce vacancy rates and generate revenues that reduce overall rates, Lease Management also evaluates existing and potential vacant space to maximize space utilization. Excess space may be leased to external programs including community service organizations, government agencies and private entities. Various programs across the County are considering reducing their "Brick and Mortar" footprint in buildings and Lease Management and Strategic Planning will support this effort by studying sublease and space use reduction options.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Lease abstracts completed and shared with stakeholders	N/A	35%	90%	100%
Outcome	Lease renewal evaluations and negotiations to be done in-house	N/A	85%	85%	95%

Performance Measures Descriptions

PM #1 - Percentage of lease abstracts completed. Lease abstracts allow minority landlords to become more competitive, property managers and operations & maintenance staff to easily identify cost responsibilities.

PM #2 - Lease evaluations and negotiations done in house; doing renewals with County staff saves County funds.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$300,121	\$0	\$324,923
Contractual Services	\$0	\$57,273	\$0	\$60,205
Materials & Supplies	\$0	\$9,731,298	\$0	\$10,603,302
Internal Services	\$0	\$25,778	\$0	\$25,710
Total GF/non-GF	\$0	\$10,114,470	\$0	\$11,014,140
Program Total:	\$10,114,470		\$11,014,140	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$10,056,785	\$0	\$10,954,232
Service Charges	\$0	\$1,187,992	\$0	\$990,752
Total Revenue	\$0	\$11,244,777	\$0	\$11,944,984

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 2023: 78209 Facilities Lease Management

New leases in the FY 2024 budget include Market Street Shelter (\$460K), Macadam Building (\$423K), Rockwood Market Hall Building (\$280K), and Delta Park Warehouse (\$239K).

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,117,035	\$0	\$1,289,367
Contractual Services	\$0	\$283,115	\$0	\$135,610
Materials & Supplies	\$0	\$6,313	\$0	\$11,179
Internal Services	\$0	\$116,872	\$0	\$107,959
Total GF/non-GF	\$0	\$1,523,335	\$0	\$1,544,115
Program Total:	\$1,523,335		\$1,544,115	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$676,794	\$0	\$573,444
Total Revenue	\$0	\$676,794	\$0	\$573,444

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 2023: 78210A Facilities Strategic Planning and Projects

FY 2024 reduces the professional services budget (contractual services) to better align with recent years' spending.

Department: County Assets

Program Contact: Dan Zalkow

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs: 78210A, 90004

Program Characteristics:
Executive Summary

In FY 2018, the County authorized one-time-only (OTO) funds to survey the Vance Property to support development of a long term master plan. Department of Community Services (DCS) Planning and County Leadership along with Department of County Assets (DCA) Facilities and Property Management (FPM) formed a steering committee in FY 2018 in order to build a roadmap of master planning efforts to date and outline next steps. The Vance Vision was presented in FY 2023. This work includes community engagement to center the voices of the underrepresented and to provide recommendations for development on these properties. Efforts to further community engagement, explore development potential and site conditions will continue in FY 2024.

Program Description

This Vance Property Master Plan program offer includes environmental site technical studies to continue a master planning process. It will lead to enhanced development options which make better use of the former quarry and the associated park portion on the west side of the property. Technical work completed to date include an ALTA Survey, gas and water monitoring, landfill waste field investigations, and installation of additional ground water monitoring stations, wetland delineation, and the development of the Vance Vision. DCS program offer #90004 - Vance Vision Next Steps also supports this offer.

The goal of Vance Vision 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 Vision considers the needs of DCS, including infrastructure, service provision, and present and future division land use needs, as well as any financial impact to the Road fund. Key stakeholders include members from the Governor's Regional Solutions team, County leadership, Community Leadership Team, City of Gresham, Metro, Port of Portland, DCS, MCHD, and FPM.

Through a formal solicitation, Cascadia Partners and their team was hired in 2019 to provide master planning services toward this effort that includes programming, community engagement, financial analysis, feasibility analysis, and technical advice on creating development options for this property. This Vance Vision was presented to the Board of County Commissioners in March 2022. Community engagement, exploration of development potential and site conditions continues through feasibility analysis and conceptual planning efforts for the areas defined in the Vision. The intent of the engagement process is to center the voices of underrepresented and marginalized communities about their vision for the Vance properties as well as hear from County staff about what potential county needs could be accommodated on the site. Based on alignment with County policies and goals and community benefit, the team will provide guidance on future implementation of the various options.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Issue Request for Information (RFI) for interest and development strategies for Vision areas	N/A	N/A	0	1
Outcome	Define the stabilization strategy to address the slope feature on the properties.	N/A	N/A	20%	100%

Performance Measures Descriptions

- PM #1 - Issue a Request for Information (RFI) to determine interest and development strategies for Vision Areas
- PM #2 - Define the stabilization strategy to address the slope feature on the properties.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$150,619	\$0	\$159,654
Total GF/non-GF	\$0	\$150,619	\$0	\$159,654
Program Total:	\$150,619		\$159,654	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$40,000	\$0	\$50,000
Beginning Working Capital	\$0	\$110,619	\$0	\$109,654
Total Revenue	\$0	\$150,619	\$0	\$159,654

Explanation of Revenues

This program is funded by \$110K of unspent prior years' one-time-only General Fund.

Significant Program Changes

Last Year this program was: FY 2023: 78210B Facilities Vance Property Master Plan

Department: County Assets

Program Contact: Dan Zalkow

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:
Executive Summary

The new Central Courthouse replaced the 100 year old historic courthouse. The new courthouse incorporates the current standards in courthouse design and construction, energy efficiency as well as operational and maintenance efficiency. The project is in mediation.

Program Description

Occupancy by the State Courts took place on October 6, 2020. The project was substantially complete on December 11, 2020. Operational workflow testing and final occupancy certification took place following substantial completion. The project has completed the warranty period and there are a few minor items left to close out with Hoffman. The County is currently in mediation and final expenses may carry over into FY 2024. A parking lot for the Sheriff's transport vehicles on an existing surface parking area near the courthouse will be complete in winter 2023.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete project closeout	95%	100%	100%	100%
Outcome	MCSO Transport Lot completed and operational	N/A	100%	50%	100%
Outcome	Project financial closeout	95%	100%	100%	100%

Performance Measures Descriptions

- PM #1 - Complete project closeout
- PM #2 - MCSO transport lot complete and operational
- PM #3 - Project financial closeout.

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	2023	2023	2024	2024
Contractual Services	\$0	\$6,053,978	\$0	\$300,000
Internal Services	\$0	\$60,000	\$0	\$0
Total GF/non-GF	\$0	\$6,113,978	\$0	\$300,000
Program Total:	\$6,113,978		\$300,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$6,113,978	\$0	\$300,000
Total Revenue	\$0	\$6,113,978	\$0	\$300,000

Explanation of Revenues

• \$0.3 million working capital carryover from FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 78212 Facilities Downtown Courthouse



Program #78213 - Library Construction Fund FY 2024 Adopted

Department: County Assets **Program Contact:** Greg Hockert
Program Offer Type: Internal Service **Program Offer Stage:** Adopted
Related Programs: 78204
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, accessible, reliable, maintainable, functional, and efficient. Decisions are based on these priorities: life, safety, fire, and equity. The majority of the funding for this offer comes Library District Construction (LIB) fees.

Program Description

The Library Construction (Capital) Fund program creates accessible, functional and energy efficient facilities that provide library services to the community. The program focuses on the 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 functional and maintainable 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, maintainable, and equity. The program looks for project efficiencies that benefit the building users and extend the useful life of the building plus a strong allocation of project funds to diverse local vendors.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of new projects added to the Library Construction Fund portfolio.	5	12	15	8
Outcome	Percent of projects planned for completion in a fiscal year that are completed that fiscal year.	66%	75%	58%	50%

Performance Measures Descriptions

PM #1 - Number of new capital projects added to the Library Construction Fund portfolio to be implemented and managed by FPM project managers in the fiscal year. Note a decline in projects for FY 2024 reflects a concerted effort to combine multiple requested projects that can be managed as one project within a building.
PM #2 - Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.

Legal / Contractual Obligation

There are a number of projects carrying over into FY 2024 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	2023	2023	2024	2024
Contractual Services	\$0	\$9,420,382	\$0	\$10,737,239
Total GF/non-GF	\$0	\$9,420,382	\$0	\$10,737,239
Program Total:	\$9,420,382		\$10,737,239	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,217,864	\$0	\$3,214,918
Interest	\$0	\$50,000	\$0	\$100,000
Beginning Working Capital	\$0	\$6,152,518	\$0	\$7,422,321
Total Revenue	\$0	\$9,420,382	\$0	\$10,737,239

Explanation of Revenues

BWC estimated carry forward \$7.4 million
 Capital fee on owned Library buildings \$3.2 million
 Interest income \$0.1 million

Significant Program Changes

Last Year this program was: FY 2023: 78213 Library Construction Fund

Department: County Assets

Program Contact: Greg Hockert

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:
Executive Summary

This project 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. The Gladys McCoy Building opened in April 2019. The project to add additional negative pressure rooms on the 3rd floor will be starting in the winter of 2023 and be completed in the fall of 2023. The unspent funds will need to be carried over to FY 2024 to complete this work.

Program Description

Construction was completed in FY 2019. Project construction audit was completed in FY 2021. A follow-up project to add additional negative pressure rooms on the 3rd floor will be starting in the winter of 2023 and be completed in the fall of 2023 (FY 2024). The unspent funds will need to be carried over to FY 2024 to complete the negative pressure room services to the 3rd floor.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Construction of negative pressure rooms complete	N/A	N/A	50%	100%
Outcome	Health Department can deliver negative pressure services to the 3rd floor	N/A	N/A	50%	100%

Performance Measures Descriptions

PM #1 - Construction of Gladys McCoy Negative Pressure Rooms to be completed. This is a new metric.

PM #2 - Health Department can deliver negative pressure room services to the 3rd floor. This is a new metric.

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	2023	2023	2024	2024
Contractual Services	\$0	\$260,000	\$0	\$528,366
Total GF/non-GF	\$0	\$260,000	\$0	\$528,366
Program Total:	\$260,000		\$528,366	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$240,351
Beginning Working Capital	\$0	\$260,000	\$0	\$288,015
Total Revenue	\$0	\$260,000	\$0	\$528,366

Explanation of Revenues

\$288K working capital carryover from FY 2023
\$240K Misc Revenue

Significant Program Changes

Last Year this program was: FY 2023: 78214 Health Headquarters Construction

Department: County Assets

Program Contact: Dan Zalkow

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Behavioral Health Resource Center (BHRC) addresses an on-going housing emergency. Thousands of people in Multnomah County and the Metro region are facing housing instability and homelessness. Those experiencing behavioral health issues often face additional barriers to accessing shelter, housing and participating in services. The renovation and build-out of the County-owned building at Southwest 333 Park Avenue and adjacent parcel of land greatly support the need for these services and programs. The building opened in December 2023.

Program Description

The Multnomah County Health Department, in collaboration with our community partners, identified the need in our community for a centrally located, dedicated behavioral health resource center to provide daytime services, overnight sheltering, and transitional housing to the growing number of people experiencing homelessness with disabling conditions, including behavioral health issues such as mental illness and substance use disorders. This project is the first of its kind and provides a dedicated facility to serve this population, which disproportionately affects populations of color.

An executive project team was assembled to review the feasibility of purchasing property at 333 SW Park Avenue and the adjacent parking lot on SW Oak Street. Through feasibility studies, the site was identified as an excellent location with a flexible interior and exterior space for this specific purpose. Additional analysis led to the path of renovating the current building for the new center. A Project Management Team (PMT) was formed with members from the Multnomah County Mental Health & Addiction Services (MHASD), Facilities & Property Management (FPM), The Klash Group, Carleton Hart Architecture (CHA), and Mortenson Construction.

After the PMT completed programming and design, the project received Portland Design Commission approval in December 2020 and construction documents were prepared. The FAC-1 Design and Construction Plan set the project budget at \$26M for the renovation of the building and construction of the plaza. The Board of County Commissioners approved the construction of BHRC in Resolution 2021-032. The BHRC facility opened for operations on 12/5/2022. A few items remain that are being completed by the project team. Additionally, restoration and improvements are being defined for the South parking lot. All work is scheduled to be completed in FY 2024

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Construction of Behavioral Health Resource Center complete	85%	100%	90%	100%
Outcome	Complete project closeout.	N/A	N/A	50%	100%

Performance Measures Descriptions

- PM-1 Construction of Behavioral Health Resource Center completed.
- PM-2 Complete project closeout (new measure).

Legal / Contractual Obligation

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	2023	2023	2024	2024
Contractual Services	\$0	\$14,574,521	\$0	\$1,200,000
Internal Services	\$0	\$21,750	\$0	\$0
Debt Service	\$0	\$7,097,729	\$0	\$0
Total GF/non-GF	\$0	\$21,694,000	\$0	\$1,200,000
Program Total:	\$21,694,000		\$1,200,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$12,670,000	\$0	\$0
Interest	\$0	\$24,000	\$0	\$0
Beginning Working Capital	\$0	\$9,000,000	\$0	\$1,200,000
Total Revenue	\$0	\$21,694,000	\$0	\$1,200,000

Explanation of Revenues

- \$1.2 million working capital carryover from FY 2023

Significant Program Changes

Last Year this program was: FY 2023: 78219 Behavioral Health Resource Center Capital

Department: County Assets

Program Contact: Dan Zalkow

Program Offer Type: Existing

Program Offer Stage: 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 became difficult to support. New technologies installed will lower cost while improving the operation, maintainability, and safety of the facility. Decisions were made on these priorities: fire, life, safety, and equity. Funds for this program have been supported primarily through OTO General funds with some support from Fund 2507.

Program Description

This project work has been completed. Under this project, the intercom and video surveillance systems at MCDC at the Justice Center were upgraded to newer technologies, utilizing the same equipment and brands that were recently installed in the other County detention facilities and have become County standard. This project identified areas with inadequate video coverage and added new cameras and technologies 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 replaced 6 different systems: Intercom system, video surveillance system, PLC/Touchscreen systems, Access Control system, administrative intercom phone system, and the Genetic IP-based video management system (VMS). A network of digital encoders were 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 were 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 were 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.

This project will fully close out in FY 2024, if not sooner.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Prioritized order for system implementation	1	1	1	1
Outcome	Percent of systems successfully implemented	98%	100%	100%	100%
Outcome	Complete project closeout.	N/A	N/A	75%	100%

Performance Measures Descriptions

PM #1: Prioritized order for system implementation

PM #2: Anticipated that 100% of the systems implementation will be completed in FY 2023.

PM #3: Complete project closeout.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$730,674	\$0	\$13,000
Total GF/non-GF	\$0	\$730,674	\$0	\$13,000
Program Total:	\$730,674		\$13,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$570,674	\$0	\$0
Beginning Working Capital	\$0	\$160,000	\$0	\$13,000
Total Revenue	\$0	\$730,674	\$0	\$13,000

Explanation of Revenues

This program offer is funded by Beginning Working Capital.

Significant Program Changes

Last Year this program was: FY 2023: 78221 MCDC Detention Electronics

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$620,116	\$0	\$487,451
Contractual Services	\$0	\$26,703,865	\$0	\$28,143,699
Materials & Supplies	\$0	\$0	\$0	\$2,782,226
Internal Services	\$0	\$444,599	\$0	\$27,865
Unappropriated & Contingency	\$0	\$51,659,288	\$0	\$20,487,753
Total GF/non-GF	\$0	\$79,427,868	\$0	\$51,928,994
Program Total:	\$79,427,868		\$51,928,994	
Program FTE	0.00	18.00	0.00	18.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$1,020,000
Financing Sources	\$0	\$0	\$0	\$0
Interest	\$0	\$0	\$0	\$2,611,218
Beginning Working Capital	\$0	\$79,427,868	\$0	\$48,297,776
Total Revenue	\$0	\$79,427,868	\$0	\$51,928,994

Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

\$27,810,023 Beginning Working Capital carry over from FY 2023

\$20,487,753 Bond Premium Reserve funds

\$1,020,000 cash transfer revenue from The Library District

\$2,611,218 interest income

Significant Program Changes

Last Year this program was: FY 2023: 78228A Library Capital Bond Construction

Unappropriated & Contingency is reduced as \$30,250,883 in Bond Premium Reserve funding is being transferred to Library Capital Bond projects in related program offers 78228C-G.

Projects in related program offers 78228B-J will receive a larger share of personnel and internal service expenses, which reduces those budgets in this program offer. The Materials & Supplies budget is increased for Furniture, Fixtures and Equipment (FF&E). The Library District is adding \$1,020,000 in cash transfer revenue in support of the light touch and efficiency (Refresh) projects.

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$654,150	\$0	\$602,399
Contractual Services	\$0	\$53,023,978	\$0	\$19,986,568
Materials & Supplies	\$0	\$0	\$0	\$2,505,258
Internal Services	\$0	\$0	\$0	\$470,830
Total GF/non-GF	\$0	\$53,678,128	\$0	\$23,565,055
Program Total:	\$53,678,128		\$23,565,055	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$29,664
Beginning Working Capital	\$0	\$53,678,128	\$0	\$23,535,391
Total Revenue	\$0	\$53,678,128	\$0	\$23,565,055

Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by \$23,535,391 in Beginning Working Capital carry over from FY 2023 and \$29,664 in rebates from Energy Trust of Oregon credits.

Significant Program Changes

Last Year this program was: FY 2023: 78228B Library Capital Bond Construction: Operations Center

Beginning Working Capital and the Contractual Services budget are decreased in FY 2024 as construction progresses and funds are spent down. The Materials & Supplies budget is increased for Furniture, Fixtures and Equipment (FF&E).

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$383,999	\$0	\$433,399
Contractual Services	\$0	\$29,129,402	\$0	\$19,662,687
Materials & Supplies	\$0	\$0	\$0	\$4,002,629
Internal Services	\$0	\$0	\$0	\$236,288
Total GF/non-GF	\$0	\$29,513,401	\$0	\$24,335,003
Program Total:	\$29,513,401		\$24,335,003	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$29,513,401	\$0	\$24,335,003
Total Revenue	\$0	\$29,513,401	\$0	\$24,335,003

Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by \$23,607,846 in Beginning Working Capital carry over from FY 2023 and \$727,157 in Bond Premium Reserve funds.

Significant Program Changes

Last Year this program was: FY 2023: 78228C Library Capital Bond Construction: Midland Library

\$727,157 in Bond Premium Reserve funding is added for construction cost escalation. Beginning Working Capital and the Contractual Services budgets are decreased as the project progresses and funds are spent down. The Materials & Supplies budget is increased for Furniture, Fixtures and Equipment (FF&E).

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$354,846	\$0	\$402,293
Contractual Services	\$0	\$25,737,221	\$0	\$15,806,315
Materials & Supplies	\$0	\$0	\$0	\$1,932,318
Internal Services	\$0	\$0	\$0	\$216,050
Total GF/non-GF	\$0	\$26,092,067	\$0	\$18,356,976
Program Total:	\$26,092,067		\$18,356,976	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$26,092,067	\$0	\$18,356,976
Total Revenue	\$0	\$26,092,067	\$0	\$18,356,976

Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by \$17,506,976 in Beginning Working Capital carry over from FY 2023 and \$850,000 in Bond Premium Reserve funds.

Significant Program Changes

Last Year this program was: FY 2023: 78228D Library Capital Bond Construction: Holgate Library

\$850,000 in Bond Premium Reserve funding is added for construction cost escalation. Beginning Working Capital and the Contractual Services budgets are decreased as the project progresses and funds are spent down. The Materials & Supplies budget is increased for Furniture, Fixtures and Equipment (FF&E).

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$228,621	\$0	\$229,996
Contractual Services	\$0	\$10,842,690	\$0	\$10,184,190
Materials & Supplies	\$0	\$0	\$0	\$460,976
Internal Services	\$0	\$0	\$0	\$95,466
Total GF/non-GF	\$0	\$11,071,311	\$0	\$10,970,628
Program Total:	\$11,071,311		\$10,970,628	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$2,500
Beginning Working Capital	\$0	\$11,071,311	\$0	\$10,968,128
Total Revenue	\$0	\$11,071,311	\$0	\$10,970,628

Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by \$9,394,402 in Beginning Working Capital carry over from FY 2023 and \$1,573,726 in Bond Premium Reserve funds.

Significant Program Changes

Last Year this program was: FY 2023: 78228E Library Capital Bond Construction: North Portland Library

\$1.2 million in Bond Premium Reserve funding is added to support seismic retrofitting. \$373,726 in Bond Premium Reserve funding is added for construction cost escalation. Beginning Working Capital and the Contractual Services budgets are decreased as the project progresses and funds are spent down. The Materials & Supplies budget is increased for Furniture, Fixtures and Equipment (FF&E).

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$517,667	\$0	\$613,448
Contractual Services	\$0	\$46,018,218	\$0	\$42,431,970
Materials & Supplies	\$0	\$0	\$0	\$1,404,050
Internal Services	\$0	\$0	\$0	\$381,336
Total GF/non-GF	\$0	\$46,535,885	\$0	\$44,830,804
Program Total:	\$46,535,885		\$44,830,804	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$46,535,885	\$0	\$44,830,804
Total Revenue	\$0	\$46,535,885	\$0	\$44,830,804

Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by \$39,380,804 in Beginning Working Capital carry over from FY 2023 and \$5.45 million in Bond Premium Reserve funds.

Significant Program Changes

Last Year this program was: FY 2023: 78228F Library Capital Bond Construction: Albina Library

The house to the east of the Albina Library on Knott Street (236 NE Knott St, Portland, OR 97212) was purchased in August 2022. The Library identified the value of potential future expansion onto this adjacent property. Purchasing this property allows for flexibility and growth, aligning with Library priorities for the bond program. \$1 million in Bond Premium Reserve funding is transferred to the project for the property purchase and development of the site.

An additional \$4.45 million in Bond Premium Reserve funding is added to support historic seismic and program requirements. Beginning Working Capital and the Contractual Services budgets are decreased as the project progresses and funds are spent down. The Materials & Supplies budget is increased for Furniture, Fixtures and Equipment (FF&E).

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs: 78228A, 78228B, 78228C, 78228D, 78228E, 78228F, 78228H, 78228I, 78228J
Program Characteristics:

Executive Summary

The East County Library project builds an estimated 95,000 square foot new flagship library on a new site. Project decision considerations include Library pillars, priorities, environmental sustainability and operational efficiencies.

Program Description

This multi-year project started community engagement and design in FY 2023. Construction is expected to start in FY 2024. The East County Library builds an estimated 95,000 square foot new flagship library on a new site adjacent to Gresham City Hall MAX stop. This library will be comparable in size to Central Library in downtown Portland and serve a similarly large segment of the county population. The project has a minimum aspirational goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 20% over the life of the project.

Flagship facilities are 80,000 square feet and larger. They are the “go to” for unique, specialized, and high-value programs and resources beyond what’s available in Multnomah County Library’s full-service destination libraries.

The East County Library will provide unique, specialized and high-value programs and resource far beyond what is currently available east of I-205. This full-service, destination library will dramatically increase equity in services, access and square footage of usable community space, directly addressing the historically under-built, underserved neighborhoods of east county. These communities are home to nearly 60% of Multnomah County’s Hispanic/Latino residents and more than 40% of its African American residents. The new library space will be deeply informed by community engagement, creating new opportunities for traditionally underserved audiences.

Community outreach and engagement will utilize diverse approaches including virtual, in-person and additional community meetings with translation and interpretation services. The building design will also receive community input through Community Library Champions (CLCs) from partner community organizations who will work with residents in East County to gather their feedback for this new library. Key activities include a series of public community events, focus groups, teen outreach, and surveys.

Link to Library building website: <https://multcolib.org/about/building-libraries-together>

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete design development and construction documents for the East County Library project	N/A	50%	50%	100%
Outcome	CLC satisfaction rating (1 to 5) with their experience as paid grassroots community engagement members	N/A	4.0	4.0	4.0
Outcome	Use design plans to establish and execute a Guaranteed Maximum Price (GMP) Amendment	N/A	0	0	1

Performance Measures Descriptions

- PM#1 - Percent complete of design development and construction documents for the East County Library project
- PM#2 - Issue annual Community Engagement Surveys to community engagement participants with overall minimum score of 4.0 on a 5-point scale
- PM#3 - Have an executed GMP amendment for the East County Library Project

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,019,722	\$0	\$1,294,292
Contractual Services	\$0	\$123,476,417	\$0	\$135,987,825
Materials & Supplies	\$0	\$0	\$0	\$10,845
Internal Services	\$0	\$0	\$0	\$1,044,844
Total GF/non-GF	\$0	\$124,496,139	\$0	\$138,337,806
Program Total:	\$124,496,139		\$138,337,806	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$70,000
Beginning Working Capital	\$0	\$124,496,139	\$0	\$138,267,806
Total Revenue	\$0	\$124,496,139	\$0	\$138,337,806

Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by \$116,617,806 in Beginning Working Capital carry over from FY 2023 and \$21.65 million in Bond Premium Reserve funds.

Significant Program Changes

Last Year this program was: FY 2023: 78228G Library Capital Bond Construction: East County Flagship Library

The original project budget was developed in preparation for Ballot Measure 26-211. A significant effort by the Real Estate team evaluated multiple sites for potential purchase and site acquisition for the East County Library. The County entered in to an Letter of Intent with TriMet in June 2022 for the TriMet Gresham City Hall Park and Ride site. Extensive program analysis of the 2.5 acre site was completed.

\$20.55 million in Bond Premium Reserve funding is added for higher escalation of construction costs, structured parking and service deliveries, outdoor plaza / civic space, auditorium space and program scope development, and unforeseen poor subsurface soil conditions. \$1.1 million in Bond Premium Reserve funding is added for a radiant floor heating system.



Program #78228H - Library Capital Bond Construction: Belmont Library FY 2024 Adopted

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs: 78228A, 78228B, 78228C, 78228D, 78228E, 78228F, 78228G, 78228I, 78228J
Program Characteristics:

Executive Summary

The Belmont Library project renovates roughly 3,000 square feet of the existing library, removes approximately 3,000 square feet of the remaining portion, and builds an approximately 17,000 square foot addition. Project decision considerations include Library pillars, priorities, environmental sustainability and operational efficiencies.

Program Description

This multi-year project completed procurement of the design and construction teams, started community engagement, and started design in FY 2023. Construction is expected to start in early FY 2025. The 3,000 square foot original historic Belmont Library will remain on its current site, but its newer addition will be removed to make way for a new 17,000 square foot addition to bring the total size to 20,000 square feet. The project has a minimum aspirational goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 20% over the life of the project. Community outreach and engagement will utilize diverse approaches through virtual, in-person and additional community meetings with translation and interpretation services.

The new Belmont Library will be a neighborhood library - a location smaller than 30,000 square feet that provides limited amenities and a community-driven collection.

Belmont Library has long been one of the busiest libraries in the county in terms of circulation per square foot. Set in a densely populated neighborhood, this library serves a mixture of families, students and adults.

Link to Library building website: <https://multcolib.org/about/building-libraries-together>

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete design development and construction documents for the Belmont Library project	N/A	N/A	N/A	75%
Outcome	Community advocate satisfaction rating (1 to 5)	N/A	N/A	N/A	4.0

Performance Measures Descriptions

PM#1 - Percent complete of design development and construction documents for the Belmont Library project
 PM#2 - This measure reflects the commitment to include and amplify community voice throughout the bond projects, and is a measure of community advocates' satisfaction with their experience
 In FY 2023, the project issued procurement solicitations and executed contracts for the design team and the construction team

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$215,854	\$0	\$286,529
Contractual Services	\$0	\$25,907,258	\$0	\$25,084,284
Materials & Supplies	\$0	\$0	\$0	\$2,294
Internal Services	\$0	\$0	\$0	\$28,720
Total GF/non-GF	\$0	\$26,123,112	\$0	\$25,401,827
Program Total:	\$26,123,112		\$25,401,827	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$26,123,112	\$0	\$25,401,827
Total Revenue	\$0	\$26,123,112	\$0	\$25,401,827

Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by Beginning Working Capital carry over from FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 78228H Library Capital Bond Construction: Belmont Library

Program #78228I - Library Capital Bond Construction: Northwest Library FY 2024 Adopted

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs: 78228A, 78228B, 78228C, 78228D, 78228E, 78228F, 78228G, 78228H, 78228J

Program Characteristics:
Executive Summary

The Northwest Library project builds out a roughly 10,000 square foot new library at a new building/site, transitioning from leased to owned property. Project decision considerations include Library pillars, priorities, environmental sustainability and operational efficiencies.

Program Description

This multi-year project purchased a building in FY 2022 and is currently being used as an interim space for the library system supporting other bond projects. The project completed procurement of the branch design and construction team, started community engagement, and started design in FY 2023. Construction is expected to start in early FY 2025. The new library will be roughly 10,000 square feet at a new building/site, more than doubling the size of the existing library. The transition from leased to owned property achieves a key property goal of the Framework for Future Library Spaces. The project has a minimum aspirational goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 20% over the life of the project.

The new Northwest Library will be a neighborhood library - a location smaller than 30,000 square feet that provides limited amenities and a community-driven collection.

Since 2000, the Northwest Library has called a historic building at NW 23rd Avenue and NW Thurman Street home. As part of the 2017 Framework for Future Library Spaces lays out, future sustainability for the library organization includes moving from leased to owned facilities. This project will shift Northwest Library from a leased building to a purchased property.

Link to Library building website: <https://multcolib.org/about/building-libraries-together>

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete design development and construction documents for the Northwest Library project	N/A	N/A	N/A	75%
Outcome	Have executed contracts for design team and construction team	N/A	2	1	1

Performance Measures Descriptions

PM#1 - Percent complete of design development and construction documents for the Northwest Library project
 PM#2 - Number of contracts executed for design and construction team
 In FY 2023, the project issued procurement solicitations for the design team and the construction team

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$153,206	\$0	\$163,328
Contractual Services	\$0	\$10,857,714	\$0	\$10,152,490
Materials & Supplies	\$0	\$0	\$0	\$1,629
Internal Services	\$0	\$0	\$0	\$20,407
Total GF/non-GF	\$0	\$11,010,920	\$0	\$10,337,854
Program Total:	\$11,010,920		\$10,337,854	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$11,010,920	\$0	\$10,337,854
Total Revenue	\$0	\$11,010,920	\$0	\$10,337,854

Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by Beginning Working Capital carry over from FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 78228I Library Capital Bond Construction: Northwest Library

Program #78228J - Library Capital Bond Construction: St. Johns Library FY 2024 Adopted

Department:	County Assets	Program Contact:	Tracey Massey
Program Offer Type:	Existing	Program Offer Stage:	Adopted
Related Programs:	78228A through 78228I		
Program Characteristics:			

Executive Summary

The St. Johns Library project renovates the roughly 5,600 square foot existing library with an approximately 1,500 square foot addition on the existing site. Project decision considerations include Library pillars, priorities, environmental sustainability and operational efficiencies.

Program Description

This multi-year project completed procurement of the design and construction teams, started community engagement, and started design in FY 2023. Construction is expected to start in early FY 2025. Plans are to renovate roughly 5,600 square feet of existing library with an approximately 1,500 square foot addition on the existing site. The project has a minimum aspirational goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 20% over the life of the project. Community outreach and engagement will utilize diverse approaches through virtual, in-person and additional community meetings with translation and interpretation services.

The renovated St. John's Library will be a neighborhood library - a location smaller than 30,000 square feet that provides limited amenities and a community-driven collection.

St. John's Library, an original 1921 Carnegie building, is an iconic symbol of the St. John's community and provides neighbors with limited, but highly valued, public meeting and programming space.

Link to Library building website: <https://multcolib.org/about/building-libraries-together>

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete design development and construction documents for the St. Johns Library project	N/A	N/A	N/A	75%
Outcome	Community advocate satisfaction rating (1 to 5)	N/A	N/A	N/A	4.0

Performance Measures Descriptions

PM#1 - Percent complete of design development and construction documents for the St Johns Library project
 PM#2 - This measure reflects the commitment to include and amplify community voice throughout the bond projects, and is a measure of community advocates' satisfaction with their experience
 In FY 2023, the project issued procurement solicitations for the design team and the construction team

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$71,021	\$0	\$113,369
Contractual Services	\$0	\$8,537,612	\$0	\$7,863,809
Materials & Supplies	\$0	\$0	\$0	\$755
Internal Services	\$0	\$0	\$0	\$9,445
Total GF/non-GF	\$0	\$8,608,633	\$0	\$7,987,378
Program Total:	\$8,608,633		\$7,987,378	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$8,608,633	\$0	\$7,987,378
Total Revenue	\$0	\$8,608,633	\$0	\$7,987,378

Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by Beginning Working Capital carry over from FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 78228J Library Capital Bond Construction: St. Johns Library

Department: County Assets

Program Contact: Dan Zalkow

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Justice Center Critical Electrical System Upgrade Bus Duct Replacement program offer is for early construction work to replace the electrical Bus Duct System. In FY 2023, early construction phase costs are \$2M (\$1.2M County and \$0.8M City of Portland). Electrical system at Justice Center is the County's greatest operational risk given the system's poor condition and the impact of a system failure. Failure of this system could result in needing to relocate all occupants. The total estimated cost to replace the system is estimated at \$25.1 million as of March 2023.

Program Description

The Justice Center building's incoming building electrical service, bus ducts, and electrical distribution equipment are mostly of original construction (1981), are in poor condition, include sections that cannot be maintained, and is in need of replacement. Failure of these systems could result in a complete electrical outage and require the building to be vacated for a year or more. Project is intended to be split the costs with the City of Portland with 59% of the project paid for by the County and 41% by the City, based on the building's occupancy split.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Execute IGA with the City of Portland	N/A	1	1	1
Outcome	Develop a project plan	N/A	100%	90%	100%

Performance Measures Descriptions

PM#1: Execute agreement with the City of Portland and develop a project plan. Starting project requires agreements with the City of Portland and a contractor.

PM#2: Develop a project plan.

Legal / Contractual Obligation

IGA with the City of Portland

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$7,300,458	\$0	\$2,010,000
Cash Transfers	\$0	\$600,458	\$0	\$0
Total GF/non-GF	\$0	\$7,900,916	\$0	\$2,010,000
Program Total:	\$7,900,916		\$2,010,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$5,500,000	\$0	\$400,000
Financing Sources	\$0	\$1,800,458	\$0	\$0
Beginning Working Capital	\$0	\$600,458	\$0	\$1,610,000
Total Revenue	\$0	\$7,900,916	\$0	\$2,010,000

Explanation of Revenues

BWC carryover \$1.61 million
City of Portland IGA \$400,000

Significant Program Changes

Last Year this program was: FY 2023: 78233B Justice Center Critical Electrical System Upgrade - Bus Duct

Intergovernmental Revenue decreases year over year due to funding change with the City of Portland. Funding will be via expense reimbursement rather than cash transfer; City of Portland pays 41% of the total incurred project costs.

Department: County Assets **Program Contact:** Dan Zalkow

Program Offer Type: New **Program Offer Stage:** Adopted

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

Executive Summary

The Justice Center Critical Electrical System Upgrade Bus Duct Replacement program offer is for early construction work to replace the electrical Bus Duct System. Electrical system failure at the Justice Center is the County's greatest operational risk given the system's poor condition and the impact of a system failure. Failure of this system could result in needing to relocate all occupants. The total estimated cost to replace the system is estimated at \$25.1 million.

Program Description

The Justice Center building's incoming building electrical service, bus ducts, and electrical distribution equipment are mostly of original construction (1981), are in poor condition, include sections that cannot be maintained, and is in need of replacement. Failure of these systems could result in a complete electrical outage and require the building to be vacated for a year or more. Project costs are intended to be shared with the City of Portland with 59% of the project paid for by the County and 41% by the City, based on the building's occupancy split.

In FY 2024, the County will execute a contract with a contractor in order to begin construction work. This work will include contractor mobilization, decommissioning one elevator and installing a wall to separate it from the other elevators. Work platforms will be fabricated and installed on all floors as well as purchasing of the main switchgear and thousands of feet electrical conduit and wire.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Execute a contract with a contractor and submit for permits	N/A	N/A	N/A	1
Outcome	Begin submittal process	N/A	N/A	N/A	75%
Outcome	Begin construction	N/A	N/A	N/A	10%

Performance Measures Descriptions

PM#1 - Execute a contract with a contractor in order to begin construction.

PM#2 - Begin submittal process

PM#3 - Begin construction process, including procuring equipment.

Legal / Contractual Obligation

Intergovernmental agreement (IGA) with the City of Portland.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$0	\$2,390,000
Total GF/non-GF	\$0	\$0	\$0	\$2,390,000
Program Total:	\$0		\$2,390,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$880,000
Financing Sources	\$0	\$0	\$0	\$1,510,000
Total Revenue	\$0	\$0	\$0	\$2,390,000

Explanation of Revenues

One-time-only General Fund request in the amount of \$1.51M and City of Portland IGA in the amount of \$880,000.

Significant Program Changes

Last Year this program was:

Department: County Assets

Program Contact: Dan Zalkow

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

This program offer is to plan and design a new Animal Services facility that supports Multnomah County Animal Services' operational needs and furthers its goals to provide equitable services to the public and high quality care to the animals in the shelter.

Program Description

Multnomah County Animal Services (MCAS) is the county's sole public animal shelter and control agency. MCAS protects the health, safety and welfare of people and pets throughout Multnomah County, including the cities of Portland, Gresham, Troutdale, Fairview, Wood Village, Maywood Park and all unincorporated areas, 365 days a year. MCAS is currently located in a facility in Troutdale that was constructed in 1968. The facility doesn't meet the current or future operational needs of the program. Per the 2015 Facilities Asset Strategic Plan, the shelter is one of the lowest performing facilities in the County's portfolio. The goal of this program is to do planning and design work for a potential new animal services facility that supports the program's operational needs and furthers its goals to provide equitable services to the people and high quality care to the animals in the shelter.

This project includes planning and doing conceptual design for a new, efficient, modern, flexible, sustainable and responsive facility for MCAS. The facility would be sited and designed with the goal of providing equitable services to county residents and to enable the program to serve people and pets with excellence. The new shelter will provide greater access to the public and promote health and safety for staff, visitors, and animals. This project aligns with County and department values by integrating access, equity, health, safety and inclusion into both the development process and the qualities of a new facility. A new facility would lead in sustainable practices with a focus to long term operational efficiencies. This project will seek input from key stakeholders throughout this development process. These stakeholders include the public who receive services, staff, leadership, animal welfare partners.

It is expected the full development of this project will be greater than \$1.0M, therefore this capital development project will comply with the FAC-1 administrative process. The Programming and Concept Plan will be completed in fall 2023. The FAC-1 Preliminary Planning proposal will be brought to the Board of County Commissioners in the first half of FY 2024. This will authorize the next steps in the development of the New Animal Service Facility.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Determine Viability of Proposed Development Options	N/A	N/A	0	1
Outcome	Conceptual Planning and Design Complete	N/A	100%	75%	100%

Performance Measures Descriptions

PM#1 The viability and feasibility of development options for a new facility will be determined.

PM#2 Complete conceptual planning and design work. This will provide greater definition of the requirements and systems for a new facility.

Legal / Contractual Obligation

Contractual obligation for design and consulting.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$500,000	\$0	\$485,000
Total GF/non-GF	\$0	\$500,000	\$0	\$485,000
Program Total:	\$500,000		\$485,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$500,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$485,000
Total Revenue	\$0	\$500,000	\$0	\$485,000

Explanation of Revenues

In 2016, the Board of County Commissioners adopted Resolution 2016-069, directing that the proceeds from the sale of the Edgefield North property, also known as the Pig Farm, be used toward the rehabilitation or replacement of the MCAS shelter.

In FY 2023, \$500,000 of sale proceeds was transferred out of the Animal Control Fund 01508 that were previously transferred from the General Fund in FY's 2019, 2021 and 2022.

In FY 2024, \$485,000 working capital carryover from FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 78234 New Animal Services Facility

Department: County Assets

Program Contact: Dan Zalkow

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:
Executive Summary

This program offer provides funding for consulting services to continue to develop property development options and ideas for the Walnut Park property.

Program Description

The Walnut Park property and surrounding area requires a sizeable investment to modernize and advance the use of the space. The County invested in a development feasibility study during FY 2021-22. The feasibility study resulted in recommendations to solicit a development partner or other consultant services to continue to advance the Walnut Park initiative based on County leadership direction. This program offer provides funding for consulting services to continue to develop a plan. The work in FY 2023 and early FY 2024 will provide the County with needed information to determine the next steps in the redevelopment of the Walnut Park site.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Project plan identifying the schedule for the project.	N/A	1	1	1
Outcome	Clear next steps for Walnut Park development will be approved, and a plan for the next phase identified.	N/A	100%	90%	100%

Performance Measures Descriptions

PM-1 - Project plan identifying the schedule

PM-2 - Next steps for Walnut Park development approved and a plan for next phase identified

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$200,000	\$0	\$140,000
Total GF/non-GF	\$0	\$200,000	\$0	\$140,000
Program Total:	\$200,000		\$140,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$200,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$140,000
Total Revenue	\$0	\$200,000	\$0	\$140,000

Explanation of Revenues

\$140K working capital carryover from FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 78235 Walnut Park Redevelopment Planning

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$0	\$740,535
Total GF/non-GF	\$0	\$0	\$0	\$740,535
Program Total:	\$0		\$740,535	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$740,535
Total Revenue	\$0	\$0	\$0	\$740,535

Explanation of Revenues

This is a one-time-only General Fund request.

Significant Program Changes

Last Year this program was:

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$0	\$1,210,250
Total GF/non-GF	\$0	\$0	\$0	\$1,210,250
Program Total:	\$0		\$1,210,250	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,210,250
Total Revenue	\$0	\$0	\$0	\$1,210,250

Explanation of Revenues

This is a one-time-only General Fund request.

Significant Program Changes

Last Year this program was:

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$0	\$1,621,500
Total GF/non-GF	\$0	\$0	\$0	\$1,621,500
Program Total:	\$0		\$1,621,500	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,621,500
Total Revenue	\$0	\$0	\$0	\$1,621,500

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: Dan Zalkow

Program Offer Type: New

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Joint Office of Homeless Services (JOHS) Capital Program will track capital work expenditures for JOHS facilities projects.

Program Description

In alignment with best practice, the County is establishing a dedicated capital fund to manage JOHS capital projects through completion. The new Joint Office of Homeless Services Capital Fund (2519) will track expenditure activity through project completion. The new fund will provide greater financial reporting transparency, reflect where the projects are being managed, and manage the asset capitalization process.

In FY 2024 there are currently two projects in this fund and are described below:

Arbor Lodge:

In December of 2020, the County acquired the Arbor Lodge Shelter, a former commercial pharmacy retail space at 1952 N. Lombard Street and built in 1998, for \$2.65 million. The facility has been used as an emergency shelter during extreme hot and cold events, as a temporary shelter, and as a vaccination clinic since the acquisition. The facility is being renovated to become a permanent shelter as identified as the "Arbor Lodge Shelter Renovation Capital Project". The new permanent shelter will serve 106 individuals with a combination of 88 congregate beds and 18 beds in small shelters on the grounds outside the main building. The total project cost is \$9.4 million.

Willamette Shelter Electrical Upgrade:

The Willamette Shelter Electrical Upgrade project is for the replacement and expansion of the existing electrical system serving the shelter. This includes a new electrical room, 600 AMP switchgear, electrical distribution, LED lighting throughout the building, and the capacity to hook up an exterior emergency generator in the event of a power outage. Design of the new system and initial rough-in will be completed in the 2023 calendar year with final installation of the switchgear to be installed and energized in the 2024 calendar year. The total project cost is \$975,000.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	N/A	N/A	N/A	100%
Outcome	Percentage of beds returned to service for maximum capacity	N/A	N/A	N/A	100%

Performance Measures Descriptions

The completion of the renovation of the project to provide necessary services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$0	\$9,061,812
Materials & Supplies	\$0	\$4,750,000	\$0	\$0
Internal Services	\$0	\$0	\$0	\$68,188
Unappropriated & Contingency	\$0	\$0	\$0	\$145,000
Total GF/non-GF	\$0	\$4,750,000	\$0	\$9,275,000
Program Total:	\$4,750,000		\$9,275,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$975,000
Beginning Working Capital	\$0	\$4,750,000	\$0	\$8,300,000
Total Revenue	\$0	\$4,750,000	\$0	\$9,275,000

Explanation of Revenues

Beginning working capital in the amount of \$8,300,000 for Arbor Lodge and General Fund in the amount of \$975,000 for Willamette Shelter Electrical Upgrade.

Significant Program Changes

Last Year this program was:

Joint Office of Homeless Services (JOHS) Capital Fund will be used to isolate and track capital work expenditures for JOHS projects. The Arbor Lodge project is in this fund and discussed in the major projects section of the capital budget.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$486,148	\$0	\$220,838
Contractual Services	\$0	\$2,560,969	\$0	\$2,547,215
Materials & Supplies	\$0	\$246,000	\$0	\$135,661
Total GF/non-GF	\$0	\$3,293,117	\$0	\$2,903,714
Program Total:	\$3,293,117		\$2,903,714	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$2,580,000	\$0	\$0
Beginning Working Capital	\$0	\$713,117	\$0	\$2,903,714
Total Revenue	\$0	\$3,293,117	\$0	\$2,903,714

Explanation of Revenues

Funded with Beginning Working Capital (BWC).

Significant Program Changes

Last Year this program was: FY 2023: 78301A IT Innovation & Investment Projects

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$250,000	\$0	\$186,640
Total GF/non-GF	\$0	\$250,000	\$0	\$186,640
Program Total:	\$250,000		\$186,640	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$250,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$186,640
Total Revenue	\$0	\$250,000	\$0	\$186,640

Explanation of Revenues

Funded with Beginning Working Capital (BWC).

Significant Program Changes

Last Year this program was: FY 2023: 78301G Technology Improvement Program - Red Cap and Lawlog

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$2,318,430	\$0	\$2,408,387
Contractual Services	\$0	\$786,346	\$0	\$107,260
Materials & Supplies	\$0	\$67,304	\$0	\$43,287
Internal Services	\$0	\$400	\$0	\$400
Total GF/non-GF	\$0	\$3,172,480	\$0	\$2,559,334
Program Total:	\$3,172,480		\$2,559,334	
Program FTE	0.00	10.00	0.00	10.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,427,242	\$0	\$2,460,934
Beginning Working Capital	\$0	\$745,238	\$0	\$98,400
Total Revenue	\$0	\$3,172,480	\$0	\$2,559,334

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics. The remaining BWC is for the costs associated to close out the remainder of the vendor contract.

Significant Program Changes

Last Year this program was: FY 2023: 78302 IT Planning, Projects & Portfolio Management

This program offer reflects the transfer of the Beginning Working Capital (BWC) related to the DART-Orion post go-live project that was completed in the prior year (FY 2023). The remaining BWC is for the costs associated to close out the remainder of the vendor contract.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,160,529	\$0	\$1,266,337
Contractual Services	\$0	\$1,800	\$0	\$72,000
Materials & Supplies	\$0	\$13,480	\$0	\$9,607
Total GF/non-GF	\$0	\$1,175,809	\$0	\$1,347,944
Program Total:	\$1,175,809		\$1,347,944	
Program FTE	0.00	7.75	0.00	7.75

Program Revenues				
Other / Miscellaneous	\$0	\$1,175,809	\$0	\$1,347,944
Total Revenue	\$0	\$1,175,809	\$0	\$1,347,944

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 2023: 78303 IT Help Desk Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases. Increase in contractor costs to support sustained increase in help desk calls.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,365,682	\$0	\$1,426,431
Contractual Services	\$0	\$8,743	\$0	\$60,725
Materials & Supplies	\$0	\$1,737,078	\$0	\$1,679,095
Internal Services	\$0	\$16,200	\$0	\$6,266
Total GF/non-GF	\$0	\$3,127,703	\$0	\$3,172,517
Program Total:	\$3,127,703		\$3,172,517	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,882,308	\$0	\$3,157,615
Service Charges	\$0	\$14,408	\$0	\$14,902
Total Revenue	\$0	\$2,896,716	\$0	\$3,172,517

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 2023: 78304A IT Telecommunications Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases.

Program #78304B - Radio System Replacement (Phase 1) FY 2024 Adopted

Department: County Assets **Program Contact:** Rodney Chin
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs: 78304A/C
Program Characteristics: One-Time-Only Request

Executive Summary

This program is phase one of a two phase project to replace and modernize the current VHF radio system. Phase one will replace the existing 25-year-old radio system that has exceeded its end of product lifecycle, upgrade the tower/repeater sites to provide redundancy, eliminate the single point of failure and improve coverage areas. Phase two will be a separate request for funding to replace the 200 radio subscriber units. This is a multi-year project that is planned to be completed by the end of FY2025.

Program Description

This is a two-phase project. \$1,600,000 for phase one, and \$1,400,000 for phase two. Multnomah County currently has a 25-year-old VHF radio system used by various departments for daily operations and primarily maintained as backup communications in the event of a disaster. Replacement parts are no longer available commercially, forcing county radio technicians to purchase used parts on the internet. During the 2017 Eagle Creek Fire evacuation, a number of VHF radio dead spots were noted near the eastern edge of the county as the fire spread rapidly. Roads department crews responsible for evacuation routing had difficulties communicating, which delayed some evacuation and sheltering operations. This request is to replace and modernize the current system, improve coverage area, add redundancy and mobile capability.

The first phase of this project in FY2023 has been focused on establishing the team, researching contract requirements and lead times for equipment vendors, IGA's with other agencies, building the project tasks, and developing the installation and deployment schedule. Spending for equipment, labor and professional services will span multiple years and is expected to be completed by June 2025.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Tower and radio equipment purchased.	N/A	100%	20%	100%
Outcome	Tower and radio equipment installed and operational.	N/A	100%	20%	100%

Performance Measures Descriptions

PM#1 Percent of budget spent to purchase tower and radio equipment
PM#2 Percent of new radio subscriber units able to connect and function for daily usage

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$1,505,000	\$0	\$1,350,000
Capital Outlay	\$0	\$95,000	\$0	\$0
Total GF/non-GF	\$0	\$1,600,000	\$0	\$1,350,000
Program Total:	\$1,600,000		\$1,350,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,600,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$1,350,000
Total Revenue	\$0	\$1,600,000	\$0	\$1,350,000

Explanation of Revenues

Funded with Beginning Working Capital (BWC).

Significant Program Changes

Last Year this program was: FY 2023: 78304B Radio System Replacement

Program #78304C - Radio System Replacement (Phase 2) FY 2024 Adopted

Department: County Assets **Program Contact:** Rodney Chin
Program Offer Type: New **Program Offer Stage:** Adopted
Related Programs: 78304A/B
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer is for funding phase two of the 25-year-old unsupported VHF radio system to replace the 200 radio subscriber units. Phase one was funded in FY 2023 to upgrade the tower/repeater sites, provide redundancy, eliminate the single point of failure and improve the coverage areas. This is a multi-year project that is planned to be completed by the end of FY2025.

Program Description

Multnomah County currently has a 25-year-old VHF radio system used by various departments for daily operations and primarily maintained as backup communications in the event of a disaster. Replacement parts are no longer available commercially, forcing county radio technicians to purchase used parts on the internet. During the 2017 Eagle Creek Fire evacuation, a number of VHF radio dead spots were noted near the eastern edge of the county as the fire spread rapidly. Roads department crews responsible for evacuation routing had difficulties communicating, which delayed some evacuation and sheltering operations. This program will provide the funds and resources to procure and implement a robust, reliable, redundant, secure backup radio system as recommended by the Federal Government Homeland Security Assessment for Multnomah County. The updated system will provide emergency communications during a disaster when internet and cell services are down.

Phase two will purchase, program and replace the existing 200 handheld radio subscriber units, including 10 for the District Attorney. In addition to the radio equipment much of the expenditures will be related to professional services, County staff time for configuring and deploying the radios and developing the radio support program.

Asset collection for equipment will begin in fiscal year 2026 and is estimated at \$287,000 annually. Equipment will be on a 7 year life cycle replacement plan. In addition, there will be approximately \$5,000 per month in lease costs for towers.

This program aligns with DCA and County values toward equity and inclusion. We have applied an equity and safety lens to ensure equitable radio coverage for our residents and communities.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	New radios purchased and operational	N/A	N/A	N/A	25%
Outcome	New radio system working with new radio subscriber units	N/A	N/A	N/A	25%

Performance Measures Descriptions

PM#1 Radio's purchased, programmed, distributed and operational for customers.
 PM#2 New radio system implemented into production, new radio subscriber units able to connect and function for daily and emergency use.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Materials & Supplies	\$0	\$0	\$0	\$1,400,000
Total GF/non-GF	\$0	\$0	\$0	\$1,400,000
Program Total:	\$0		\$1,400,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,400,000
Total Revenue	\$0	\$0	\$0	\$1,400,000

Explanation of Revenues

This program is funded with one-time-only General Funds

Significant Program Changes

Last Year this program was:



Program #78305 - IT Mobile Device Expense Management FY 2024 Adopted

Department: County Assets **Program Contact:** Shireen Khormooji
Program Offer Type: Internal Service **Program Offer Stage:** 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 devices, smart phones, jet packs and aircards.

Program Description

The County maintains over 2,800 wireless devices. This group works closely with departments, IT management, Desktop Support Staff, and IT Security, to identify wireless communication needs and 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;
 - Provides 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. This includes procurement and delivery of mobile devices and ensuring accuracy of billing, vendor management, text message archiving and customer service management.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	1%	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	2023	2023	2024	2024
Personnel	\$0	\$152,258	\$0	\$157,432
Contractual Services	\$0	\$1,972,642	\$0	\$2,076,896
Materials & Supplies	\$0	\$166,087	\$0	\$227,448
Total GF/non-GF	\$0	\$2,290,987	\$0	\$2,461,776
Program Total:	\$2,290,987		\$2,461,776	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,176,112	\$0	\$2,237,996
Beginning Working Capital	\$0	\$114,875	\$0	\$223,780
Total Revenue	\$0	\$2,290,987	\$0	\$2,461,776

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 2023: 78305 IT Mobile Device Expense Management

Year-over-year personnel cost increases due to cost of living adjustments and step increases.

Department: County Assets

Program Contact: Rodney Chin

Program Offer Type: Internal Service

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Network Services program provides stable and secure networks for data communications between county buildings, data centers, external networks and a disaster recovery site in Denver, CO. Our mission is to provide the network infrastructure needed to facilitate digital communication between systems, applications and people in the most effective and efficient manner. We ensure our efforts and capabilities are aligned with organizational goals that ultimately support the programs that address the needs of our residents. We treat all departments and service requests as important and use inclusive and equitable practices to ensure we are delivering to the needs of our customers who represent our communities.

Program Description

Network infrastructure, personnel and support are critical to ensure digital communications are available and reliable to all county operations. Network Services designs, implements and manages the secure data network infrastructure that connects County buildings and provides access to the Internet and County applications. Network infrastructure and services deliver many aspects of connectivity including routing and switching, firewall management, physical cabling, IP address management, monitoring, troubleshooting and incident management. This program also provides wireless network access and manages remote access (VPN) for County employees to securely connect to County data from any location that has Internet connectivity. Network Services work closely with external partners such as the City of Portland to create secure network links in order to share vital data. Our diverse workforce demands people are connected to the services they need. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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.	95%	75%	75%	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	2023	2023	2024	2024
Personnel	\$0	\$1,345,822	\$0	\$1,452,355
Contractual Services	\$0	\$130,000	\$0	\$133,000
Materials & Supplies	\$0	\$3,147,780	\$0	\$3,196,115
Internal Services	\$0	\$1,000	\$0	\$1,000
Total GF/non-GF	\$0	\$4,624,602	\$0	\$4,782,470
Program Total:	\$4,624,602		\$4,782,470	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,832,558	\$0	\$4,782,470
Total Revenue	\$0	\$4,832,558	\$0	\$4,782,470

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 2023: 78306 IT Network Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases.

Department: County Assets

Program Contact: Kaleb Smith

Program Offer Type: Internal Service

Program Offer Stage: 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 Description

Desktop Services manages more than 7,000 County devices (desktops, laptops, tablets, printers, multifunction devices, iPhones, iPads and other personal computing devices). PCs for public use in the libraries, assessment & taxation and land use planning are also supported to provide residents and visitors with access to view public records on-line. The desktop team is responsible for life cycle management (renewal and replacement), software upgrades and inventory management for all desktop devices. Desktop support staff follow best practices for standardization, resulting in faster performance, reliability, better stability and greater security. They are also an escalation point for Help Desk ticket resolution.

Desktop Services continues to see increased demand for laptops given given the County's mobile workforce. The program has been impacted by long supply chain shortages and delays. IT Desktop continues to mitigate this impact by anticipating demand, engaging vendors and reviewing alternatives.

Equity is incorporated into the Desktop Support process by ensuring we are able to support all 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 working diligently to remove barriers and to support users with accommodations, specialized hardware or software needs. As a result of the pandemic, we moved to contactless pickup for hardware within the Multnomah Building. This process is more convenient for staff to pick up equipment at their convenience.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Desktop device moves are completed 90% on time for requests received 5 days prior to move date	98%	90%	95%	90%
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	65%	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	2023	2023	2024	2024
Personnel	\$0	\$2,990,052	\$0	\$3,840,606
Contractual Services	\$0	\$266,071	\$0	\$174,568
Materials & Supplies	\$0	\$27,295	\$0	\$26,518
Total GF/non-GF	\$0	\$3,283,418	\$0	\$4,041,692
Program Total:	\$3,283,418		\$4,041,692	
Program FTE	0.00	19.50	0.00	23.50

Program Revenues				
Other / Miscellaneous	\$0	\$3,283,418	\$0	\$4,041,692
Total Revenue	\$0	\$3,283,418	\$0	\$4,041,692

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 2023: 78307 IT Desktop Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases.

Department: County Assets **Program Contact:** Gary Wohlers

Program Offer Type: Internal Service **Program Offer Stage:** 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. It allows the County to spread the cost of the equipment replacements equitably over multiple years to ensure our enterprise hardware is running effectively and efficiently, protecting our organization from attackers and to keep pace with rapidly changing technology so we can better serve our community.

Program Description

The Asset Replacement Program provides the 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 replacements are determined by manufacturer recommended replacement schedules. 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. 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. This program aligns with our DCA and County values around equity and inclusion and to determine if underserved populations are impacted by funding and asset replacement decisions.

This program serves all County programs including the Multnomah County Library District; internal and public use and the County training rooms. Multnomah County Sheriff's systems and the Multnomah County District Attorney do not participate in the asset replacement program.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Personnel	\$0	\$116,421	\$0	\$0
Contractual Services	\$0	\$371,000	\$0	\$0
Materials & Supplies	\$0	\$3,531,650	\$0	\$5,576,879
Capital Outlay	\$0	\$3,746,361	\$0	\$4,449,242
Total GF/non-GF	\$0	\$7,765,432	\$0	\$10,026,121
Program Total:	\$7,765,432		\$10,026,121	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,975,212	\$0	\$4,794,116
Beginning Working Capital	\$0	\$4,390,220	\$0	\$5,232,005
Total Revenue	\$0	\$9,365,432	\$0	\$10,026,121

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics. Beginning Working Capital is mostly budgeted for IT related equipment.

Significant Program Changes

Last Year this program was: FY 2023: 78308 IT Asset Replacement

Year over year beginning working capital carryover increased due to supply chain constraints which have impacted our ability to procure hardware and supplies.

Department: County Assets

Program Contact: Chris Clancy

Program Offer Type: Internal Service

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

IT Portfolio Services teams provide reliable, effective software systems to solve departmental technology business problems. This IT Portfolio Services team covers the areas of the Health Department, Sheriff Office, District Attorney's Office, aspects of Enterprise around software used broadly across the County. 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 Description

Program services include managing requests for IT services and ensuring they are well-defined, prioritized and scheduled in alignment with departmental and County needs. They also include understanding and defining operational needs, recommending effective innovative solutions and designing, building, testing, and implementing the selected solutions. The program continues maintaining, supporting and sustaining existing systems through improved life-cycle planning, project governance and resource accountability.

Strategies include:

- 1) Applying IT resources focused on new project requests in accordance with department governance forums including consideration of workforce equity strategic plan (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.
- 4) Following Think Yes principles to ensure creativity and partnerships that provide for clear, sustainable and equitable solutions.

These 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Governance forums established within each department	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	60%

Performance Measures Descriptions

Output - Governance forums, for all business channels, that enable the application of the strategies and equity lens defined in this program.

Outcome - Planned work on a roadmap provides better customer value, as work can be targeted toward high priority activities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,622,823	\$0	\$2,147,113
Contractual Services	\$0	\$500,000	\$0	\$500,000
Materials & Supplies	\$0	\$26,907	\$0	\$21,413
Total GF/non-GF	\$0	\$2,149,730	\$0	\$2,668,526
Program Total:	\$2,149,730		\$2,668,526	
Program FTE	0.00	6.50	0.00	7.50

Program Revenues				
Other / Miscellaneous	\$0	\$2,299,412	\$0	\$2,668,526
Total Revenue	\$0	\$2,299,412	\$0	\$2,668,526

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 2023: 78309 IT Health and Human Services Application Services

Year-over-year personnel cost increases due to cost of living adjustments, step increases and additional 1.00 FTE transferred from program offer 78312.

Department: County Assets **Program Contact:** Jason Heilbrun
Program Offer Type: Internal Service **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

Information Technology (IT) Software Development and Application Integration provides reliable and effective custom software application development and support of department level business solutions and integrations with external partners and applications. In total, this program supports and maintains more than 75 custom software applications, services, and integrations.

Program Description

The program develops and supports custom software applications across the Enterprise, however a majority of the program's efforts are in support of the Health Department, Department of Community Justice, Department of County Human Services, and the Multnomah County Sheriff's Office.

The program is focused on development and support of reliable software applications and data integrations that are used for department operations to support accessible and equitable outcomes for members of the community.

This program partners with the IT portfolio teams and department business contacts to identify, prioritize, and to deliver innovative, high quality, secure, and scalable custom software solutions on the web, in the cloud, mobile, or on premises using .NET framework full stack development. This program improves the delivery of County services through automating business operations and integrating data within and between County departments, agencies, and community partners, as well as maintaining and enhancing existing and legacy applications to ensure reliability and to meet the needs of the County.

As part of its commitment to increasing diversity in ideas and abilities, this program regularly supports interns from Portland State University's Cooperative Education Program. This program brings four to six interns to the County each year, providing a wealth of benefits to both the County and students.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	All newly developed applications will meet Web Content Accessibility Guidelines 2.1 AA accessibility standards	N/A	N/A	N/A	15%
Outcome	Modernize our build and deployment infrastructure by migrating to Microsoft DevOps	N/A	N/A	N/A	95%

Performance Measures Descriptions

Output Measure - WCAG is a set of recommendations for making web content more accessible, primarily for people with disabilities, but also for all users, including highly limited devices, such as mobile phones.

Outcome Measure - modernizing our build and deploy infrastructure will result in consistent and rapid automation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$2,674,279	\$0	\$2,847,410
Materials & Supplies	\$0	\$113,107	\$0	\$66,733
Total GF/non-GF	\$0	\$2,787,386	\$0	\$2,914,143
Program Total:	\$2,787,386		\$2,914,143	
Program FTE	0.00	13.00	0.00	13.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,040,133	\$0	\$2,914,143
Total Revenue	\$0	\$4,040,133	\$0	\$2,914,143

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 2023: 78310 IT Public Safety Application Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases.

Department: County Assets **Program Contact:** Tony Chandler

Program Offer Type: Internal Service **Program Offer Stage:** 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), 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 Description

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 the workforce equity strategic plan (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.

These 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Governance forums enabling the application of the strategies and equity lens defined in this program.	80%	100%	80%	85%
Outcome	Projects and tickets vetted through governance forums aligning technical strategies and equity lens.	70%	70%	70%	80%

Performance Measures Descriptions

Output - Governance forums, for all business channels, that enable the application of the strategies and equity lens defined in this program.

Outcome - Measured by the assessment of hours spent by General Government 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	2023	2023	2024	2024
Personnel	\$0	\$1,831,517	\$0	\$2,052,613
Materials & Supplies	\$0	\$62,450	\$0	\$72,523
Cash Transfers	\$0	\$280,000	\$0	\$0
Total GF/non-GF	\$0	\$2,173,967	\$0	\$2,125,136
Program Total:	\$2,173,967		\$2,125,136	
Program FTE	0.00	10.00	0.00	9.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,991,960	\$0	\$2,125,136
Total Revenue	\$0	\$1,991,960	\$0	\$2,125,136

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 2023: 78311A IT General Government Application Services

The FY 2024 budget replaces \$271K of one-time General Fund revenue for an IT Manager 1 (1.00 FTE) with ongoing internal service revenue. In addition, transferring 1.00 FTE to program offer 78313.

Department: County Assets

Program Contact: Michelle Smith

Program Offer Type: Internal Service

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

Data and Reporting Services provides and supports services and software systems that are used across departmental boundaries and serve all County lines of business. Services include database services, reporting services, reporting data marts, web platform administration, and support of on-premises and cloud enterprise analytics used for decision making and results measurement. Projects are prioritized by our department partners based on demonstrable ability to improve racial equity; which align with DCA and County values around equity and inclusion. Program capabilities are discussed within DCA, the Chair's Office, County departments in alignment with the prioritized requests. This program's customers are internal departments as well as external partners.

Program Description

This program's goal is to provide and support services and software systems that are used across departmental boundaries and serve all County lines of business. Services include database services, reporting services, reporting data marts, web platform administration, and support of on-premises and cloud enterprise analytics used for decision making and results measurement.

Web Services provide the standard platforms 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 Platform Services provides the data storage, configuration of off-the-shelf software, Microsoft Windows server administration, Microsoft Azure and cloud application administration. This allows information access and sharing with the public, County departments, and external business partners.

Enterprise Data and Analytics Services includes enterprise data marts used for business intelligence and analytics and visualization services. This allows County departments to create dashboards and reports to make decisions and manage their programs. This team focuses on the successful adoption of business intelligence tools throughout the County.

This program's projects are prioritized based on demonstrable ability to improve racial equity. Criteria includes providing access to demographic race and ethnicity data, providing insight on how BIPOC communities are affected by program administration, directly supporting trauma informed practices for BIPOC communities related to systemic, organizational, and individual racism, and contains strategies to address disparities among BIPOC communities including gaps in service delivery. Data is used by all County departments to determine how to better serve underserved populations impacted by reporting capabilities.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percentage of time staff is working on planned projects	N/A	N/A	N/A	48%
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 staff is working on planned projects

PM #2 Outcome measure - measures the availability of production systems.

Ensures we maintain the ratio of planned to unplanned work for actual time worked.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$6,591,065	\$0	\$7,255,266
Contractual Services	\$0	\$90,000	\$0	\$163,964
Materials & Supplies	\$0	\$1,515,536	\$0	\$1,470,501
Total GF/non-GF	\$0	\$8,196,601	\$0	\$8,889,731
Program Total:	\$8,196,601		\$8,889,731	
Program FTE	0.00	32.00	0.00	32.00

Program Revenues				
Other / Miscellaneous	\$0	\$8,196,601	\$0	\$8,889,731
Total Revenue	\$0	\$8,196,601	\$0	\$8,889,731

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 2023: 78312A IT Data & Reporting Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases. Personnel cost increases also reflect a change in the composition of the workforce (ex. job class changes from Database Administrator to Database Administrator Senior, among other more senior roles). In addition, a limited duration staffing position was transferred from program offer 78314 to this offer in FY 2024.

Department: County Assets **Program Contact:** Tony Chandler
Program Offer Type: Internal Service **Program Offer Stage:** 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 Description

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.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Governance forums enabling the application of the strategies and equity lens defined in this program.	80%	100%	80%	100%
Outcome	Projects and tickets vetted through governance forums aligning technical strategies and equity lens.	80%	70%	80%	80%

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	2023	2023	2024	2024
Personnel	\$0	\$1,247,736	\$0	\$1,545,866
Contractual Services	\$0	\$185,000	\$0	\$0
Materials & Supplies	\$0	\$2,547,861	\$0	\$2,502,169
Total GF/non-GF	\$0	\$3,980,597	\$0	\$4,048,035
Program Total:	\$3,980,597		\$4,048,035	
Program FTE	0.00	6.00	0.00	7.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,162,604	\$0	\$4,048,035
Total Revenue	\$0	\$4,162,604	\$0	\$4,048,035

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 2023: 78313 IT ERP Application Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases offset by reduction in Contractual Services. Increase of 1.00 FTE, as a transfer from program offer 78311 to 78313.

Department: County Assets **Program Contact:** `ilima kennedy
Program Offer Type: Internal Service **Program Offer Stage:** 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, mobile enterprise, digital accessibility, public websites (e.g., multco.us, multcopets.org and multcolib.org) and internal websites like commons.multco.us and ticketing and project planning tools like ServiceNow. In total, this program supports more than 30 applications used internally and by the public.

Program Description

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 and mobile 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, community 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 though 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of employee hours spent on direct customer work versus IT Enterprise and administrative work	27%	28%	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 - Measures the amount of time employees are working on direct customer tasks. Goal is to increase this output.

PM #2 - Measures the availability of production systems.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$3,268,674	\$0	\$3,298,303
Contractual Services	\$0	\$45,000	\$0	\$160,000
Materials & Supplies	\$0	\$2,441,974	\$0	\$2,774,039
Total GF/non-GF	\$0	\$5,755,648	\$0	\$6,232,342
Program Total:	\$5,755,648		\$6,232,342	
Program FTE	0.00	15.00	0.00	14.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,755,648	\$0	\$6,232,342
Total Revenue	\$0	\$5,755,648	\$0	\$6,232,342

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 2023: 78314 IT Enterprise and Web Application Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases. One position (1.00 FTE) was transferred to program offer 78312 (IT Data & Reporting Services), to better align with team reporting.

Department: County Assets **Program Contact:** Dave Halbeck
Program Offer Type: Internal Service **Program Offer Stage:** Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Library IT Portfolio Services team provides staff dedicated to coordinating the Library's technology environment between County IT, Library Capital Bond, and Library stakeholders. The team provides strategic technology guidance, IT project coordination, facilitates solution development and service delivery, and meets weekly with IT leads, project managers, and Library leadership to prioritize and coordinate efforts.

Program Description

The Library IT Portfolio Services team provides direction to County IT staff for Library support, service delivery, change and development initiatives, and offers customer consulting through a variety of channels. The Library IT Portfolio Services team works directly with Library leadership and a broad range of IT and Library managers to prioritize, plan, coordinate, and deliver solutions that meet the quickly changing needs of Library patrons and staff. The team assists with IT process changes, support plans, vendor coordination, and to act as customer advocates to help ensure ever-changing Library IT needs are being met. Team members meet weekly with Library executive leadership, are members and co-chairs of multiple library committees, and participate in Library Capital Bond initiatives such as equity reviews and library group engagements.

Operational services include escalating Library requests for IT services and ensuring they are well-defined, prioritized, and scheduled in alignment with Library and County needs. They also include defining operational needs, coordinating the processing of security and contract reviews, and facilitating enterprise IT initiatives with Library stakeholders. The program also coordinates Library desktop, network, and telecom operations within IT, including life-cycle planning, usage reporting, mobile device management, development of library patron accessed systems, and ensuring resource accountability.

Operational Strategies include:

- 1) Applying IT resources focused on new project requests in accordance with Department governance forums including consideration of the workforce equity strategic plan(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.
- 4) Following 'Think Yes' principles to ensure creativity and partnerships that provide for clear, sustainable and equitable solutions.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	N/A	50%	N/A	60%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	N/A	12%	N/A	40%

Performance Measures Descriptions

PM #1 - Employee hours spent on planned versus unplanned work: 60% planned/40% unplanned. This includes available work time. Planned work provides better customer value, as work can be targeted toward high priority activities.

PM #2 - 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	2023	2023	2024	2024
Personnel	\$0	\$651,733	\$0	\$705,365
Materials & Supplies	\$0	\$11,176	\$0	\$1,648
Total GF/non-GF	\$0	\$662,909	\$0	\$707,013
Program Total:	\$662,909		\$707,013	
Program FTE	0.00	2.00	0.00	3.00

Program Revenues				
Other / Miscellaneous	\$0	\$662,909	\$0	\$707,013
Total Revenue	\$0	\$662,909	\$0	\$707,013

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 2023: 78315 IT Library Application Services

This program offer reflects the addition of 1.00 FTE due to the conversion of an IT Manager 1 Limit Duration appointment position to a permanent FTE.

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Internal Service **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

This program offer accounts for shared expenses of the Department of County Assets (DCA) Information Technology (IT) Division. It includes DCA internal services 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 Description

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. The IT trainers supported through this program provide a wide variety of training services throughout the County, including support for the County's Hybrid Workforce and the Future of Work, Workday, and Google Workspace. Equity considerations are included as a part of training design and delivery, most notably in the coming year around equity considerations in a hybrid work environment.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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 - 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 - 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	2023	2023	2024	2024
Personnel	\$0	\$1,138,408	\$0	\$1,056,736
Contractual Services	\$0	\$765,932	\$0	\$130,896
Materials & Supplies	\$0	\$235,272	\$0	\$271,190
Internal Services	\$0	\$11,664,753	\$0	\$4,958,050
Capital Outlay	\$0	\$2,128,644	\$0	\$2,150,904
Total GF/non-GF	\$0	\$15,933,009	\$0	\$8,567,776
Program Total:	\$15,933,009		\$8,567,776	
Program FTE	0.00	4.00	0.00	4.00

Program Revenues				
Other / Miscellaneous	\$0	\$13,775,608	\$0	\$6,416,872
Beginning Working Capital	\$0	\$2,180,432	\$0	\$2,150,904
Total Revenue	\$0	\$15,956,040	\$0	\$8,567,776

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 2023: 78316 IT Shared Operating Expenses

A reduction of \$6.8M in Internal Services related to ERP Debt paid in FY 2023. The final year of debt service paid for with one-time-only General Fund resources in program offer 10026.

Department: County Assets **Program Contact:** Gary Wohlers

Program Offer Type: Internal Service **Program Offer Stage:** Adopted

Related Programs:

Program Characteristics:

Executive Summary

Multnomah County employees provide critical services to residents and rely on multiple applications to perform their work. These applications and systems run on server and storage systems managed by the Information Technology (IT) Data Center & Technical Services program offer. These teams provide the hardware, software installation, maintenance, troubleshooting, technical and operational support for all County computing and printing systems. This program includes 24x7x365 operation of the data centers with Operations and Technical Service staff supporting restoration of services during disruptions 24x7.

Program Description

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 centers. 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 Denver Colorado and provides the capacity and capability for disaster recovery.

Equity is incorporated throughout all objectives of the service, from development and planning, recruiting, training, design, acquisition and implementation as it aligns with the needs of its internal customers. 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.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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 - Production systems and data backup sets are created and sent to an offsite facility via disk replication or magnetic tape.

PM #2 - 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	2023	2023	2024	2024
Personnel	\$0	\$4,889,614	\$0	\$5,288,950
Contractual Services	\$0	\$46,500	\$0	\$143,800
Materials & Supplies	\$0	\$1,434,084	\$0	\$1,833,796
Total GF/non-GF	\$0	\$6,370,198	\$0	\$7,266,546
Program Total:	\$6,370,198		\$7,266,546	
Program FTE	0.00	24.75	0.00	24.75

Program Revenues				
Other / Miscellaneous	\$0	\$6,370,198	\$0	\$7,266,546
Total Revenue	\$0	\$6,370,198	\$0	\$7,266,546

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 2023: 78317 IT Data Center & Technical Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases. Software related expenses previously funded with American Rescue Program offer 78901 in FY 2023 are included in this program offer and funded via internal service charges.

Legal / Contractual Obligation

Compliance Obligations
 HIPAA - Protected Health Information
 CJIS - Criminal Justice Information
 OCITPA _ Oregon Consumer Protection Act

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,288,316	\$0	\$1,372,356
Contractual Services	\$0	\$136,000	\$0	\$143,711
Materials & Supplies	\$0	\$1,311,788	\$0	\$1,429,746
Total GF/non-GF	\$0	\$2,736,104	\$0	\$2,945,813
Program Total:	\$2,736,104		\$2,945,813	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,736,104	\$0	\$2,945,813
Total Revenue	\$0	\$2,736,104	\$0	\$2,945,813

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 2023: 78327 IT Cybersecurity and Data Compliance Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$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				
Financing Sources	\$0	\$0	\$0	\$1,200,000
Total Revenue	\$0	\$0	\$0	\$1,200,000

Explanation of Revenues

This program is funded with one-time-only General Funds

Significant Program Changes

Last Year this program was:

Department: County Assets

Program Contact: Chris Clancy

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

CEDARS is a critical data system for the Health Department. The system is more than 15 years old and struggles to meet the needs of all of the Health Department's divisions. The Health Clinics, Public Health Program, and administrative programs rely on the data to make data driven decisions to serve underrepresented communities who are impacted by the work that we do. This effort is expected to be multi-year. We are currently in Year 1 and an analysis of the needs of the key stakeholders and a recommendation about the future technology solution is underway. We will transition to investigating solution options later this FY. This program offer will fund a set of project team members within Information Technology and the Health Department.

Program Description

CEDARS (Clarity Extract Database and Reporting System) is a set of databases currently used for reports that are critical for strategic and operational functioning of programs at the Health Department. Multnomah County IT developed CEDARS in early 2000s, and has since only maintained it in its current form without any significant updates to the databases or to meet evolved business needs. CEDARS currently contains a database that is a weekly extract of patients' electronic health record (EHR) information from EPIC, a data warehouse that was built by IT, a database that houses stored procedures built by IT and now maintained by department developers and other databases that are used by data analysts and decision-makers. The Finance Business Management Division, Integrated Clinical Services (Community Health Center) Division, some Public Health Division Programs, Corrections Health Division, and Health Officer rely in part on CEDARS to provide analytics and make business decisions as part of service to the under-represented communities.

CEDARS is a legacy system that is expensive to support and maintain, poses compliance risks, and doesn't meet the needs of Health Department's divisions.

This project is expected to be multi-year (2-4) as a result of both the complexity and scope. It will involve stakeholders from across the Health Department and will require an analysis of complex data transformation and business rules embedded in the current system as well as considering out of box data warehouse solutions or other capabilities built by EPIC or OCHIN and learning from best practices of other entities using OCHIN EPIC. FY 2024 of this initiative involves analysis of stakeholder needs and a recommended future technology solution.

An analysis of the needs of the key stakeholders and a recommendation about the future technology solution is underway, once that is complete we will begin investigating solution options. This program offer will fund a project team to address the identified needs.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Requirements will be gathered and agreed upon by stakeholders.	N/A	100%	98%	98%
Outcome	Solutions outlined to meet prioritized requirements	N/A	N/A	95%	95%

Performance Measures Descriptions

PM#1 - Key requirements to inform the solution are the key deliverable for this phase

PM#2 - A thorough set of options presented to stakeholders for consideration

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$5,000,000	\$0	\$4,895,000
Total GF/non-GF	\$0	\$5,000,000	\$0	\$4,895,000
Program Total:	\$5,000,000		\$4,895,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$5,000,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$4,895,000
Total Revenue	\$0	\$5,000,000	\$0	\$4,895,000

Explanation of Revenues

This program will carryover unspent one-time-only revenues from the FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 78330 CEDARS Replacement

Department: County Assets

Program Contact: Daniel Cole

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

IT Portfolio Management Services provides effective alignment of IT services and software systems for the Department of County Human Services (over 50 systems), the Department of County Justice (60 systems), the Joint Office of Homeless Services, and Local Public Safety Coordinating Council. Portfolio Management focuses on delivering high business value technology to departments and constituents, maintaining existing systems through application life-cycle management, implementing and supporting vendor systems, and project governance. Portfolio Management works collaboratively across the IT enterprise to ensure that the technology solutions provided align with business partner needs, in support of the business' priorities and strategies, while remaining fiscally prudent within budget limits.

Program Description

Program services include managing requests for IT services and ensuring they are well-defined, prioritized and scheduled in alignment with departmental and County needs. They also include understanding and defining operational needs, recommending effective innovative solutions and designing, building, testing, and implementing the selected solutions. The program continues maintaining, supporting and sustaining existing systems through improved life-cycle planning, project governance and resource accountability.

Strategies include:

- 1) Applying IT resources focused on new project requests in accordance with department governance forums including consideration of the workforce equity strategic plan (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.

This program also manages and supports the Homeless Management Information System (HMIS) for the Tri-County region including Multnomah, Clackamas, and Washington Counties.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Governance forums established enabling the application of the strategies and equity lens defined in this program.	N/A	N/A	25%	100%
Outcome	Projects and tickets vetted through governance forums aligning technical strategies and equity lens.	N/A	N/A	25%	50%

Performance Measures Descriptions

Output - Governance forums, for all business channels, that enable the application of the strategies and equity lens defined in this program.

Outcome - Measured by the assessment of hours spent by resources working on vetted/documented workload versus ad hoc requests that may arise outside of governance structures.

Legal / Contractual Obligation

None

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,688,429	\$0	\$1,796,530
Contractual Services	\$0	\$456,200	\$0	\$456,200
Materials & Supplies	\$0	\$0	\$0	\$10,453
Total GF/non-GF	\$0	\$2,144,629	\$0	\$2,263,183
Program Total:	\$2,144,629		\$2,263,183	
Program FTE	0.00	8.00	0.00	8.00

Program Revenues				
Other / Miscellaneous	\$0	\$667,200	\$0	\$2,263,183
Financing Sources	\$0	\$75,000	\$0	\$0
Total Revenue	\$0	\$742,200	\$0	\$2,263,183

Explanation of Revenues

This program offer is new in FY 2024 and is designed to reflect the ongoing support for its designated portfolio of County departments. As a result, all of the staffing (and dollars) associated with this offer are coming from already established program offers. The program offers affected are: 78309, 78310, and 78311B (8.00 FTE combined, \$2.1M transferred). County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was:

Legal / Contractual Obligation

The County's Executive Rule 273 makes a reference that websites and other digital assets should meet County web standards. These standards need to be developed to current industry best practices.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$0	\$0
Contractual Services	\$0	\$0	\$0	\$300,000
Materials & Supplies	\$0	\$0	\$0	\$0
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				
Financing Sources	\$0	\$0	\$0	\$300,000
Total Revenue	\$0	\$0	\$0	\$300,000

Explanation of Revenues

This program is funded with one-time-only General Funds

Significant Program Changes

Last Year this program was:

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$690,852	\$0	\$0	\$790,062
Materials & Supplies	\$0	\$0	\$0	\$9,938
Total GF/non-GF	\$690,852	\$0	\$0	\$800,000
Program Total:	\$690,852		\$800,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$400,000
Financing Sources	\$0	\$0	\$0	\$400,000
Total Revenue	\$0	\$0	\$0	\$800,000

Explanation of Revenues

This program is funded with one-time-only General Funds in the amount of \$400,000 and \$400,000 from the Health Department Integrated Clinical Services via internal service billing.

Significant Program Changes

Last Year this program was: FY 2023: 40108 IT: IT Business System Analyst

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	2023	2023	2024	2024
Personnel	\$0	\$0	\$0	\$225,013
Contractual Services	\$0	\$0	\$0	\$100,000
Materials & Supplies	\$0	\$0	\$0	\$86,373
Total GF/non-GF	\$0	\$0	\$0	\$411,386
Program Total:	\$0		\$411,386	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$411,386
Total Revenue	\$0	\$0	\$0	\$411,386

Explanation of Revenues

This program is funded through a voter-approved tax revenue source and costs will be recovered via Internal Service Reimbursements.

Significant Program Changes

Last Year this program was:

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	2023	2023	2024	2024
Personnel	\$0	\$1,515,129	\$0	\$1,689,142
Contractual Services	\$0	\$29,213	\$0	\$49,178
Materials & Supplies	\$0	\$2,207,257	\$0	\$2,344,054
Internal Services	\$0	\$1,596,504	\$0	\$1,745,413
Capital Outlay	\$0	\$781,392	\$0	\$967,159
Cash Transfers	\$0	\$378,800	\$0	\$54,870
Total GF/non-GF	\$0	\$6,508,295	\$0	\$6,849,816
Program Total:	\$6,508,295		\$6,849,816	
Program FTE	0.00	11.00	0.00	12.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,750,427	\$0	\$6,065,896
Beginning Working Capital	\$0	\$711,622	\$0	\$680,252
Service Charges	\$0	\$46,246	\$0	\$103,668
Total Revenue	\$0	\$6,508,295	\$0	\$6,849,816

Explanation of Revenues

The program is funded by internal service charges.

Significant Program Changes

Last Year this program was: FY 2023: 78400 Fleet Services

Fleet operations non-personnel expenditures increase due to supply chain, fuel costs and inflationary pressures. In addition, FTE increases by 1.00 FTE due to a Limited Duration Appointment position conversion to permanent FTE.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Capital Outlay	\$0	\$10,921,339	\$0	\$11,508,887
Total GF/non-GF	\$0	\$10,921,339	\$0	\$11,508,887
Program Total:	\$10,921,339		\$11,508,887	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,629,586	\$0	\$2,954,347
Financing Sources	\$0	\$378,800	\$0	\$54,870
Beginning Working Capital	\$0	\$7,912,953	\$0	\$8,499,670
Total Revenue	\$0	\$10,921,339	\$0	\$11,508,887

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; thus, the source of these proceeds is Local. 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 2023: 78401 Fleet Vehicle Replacement

Department: County Assets

Program Contact: Edward Reed

Program Offer Type: Internal Service

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Motor Pool program offers a shared pool of vehicles and carsharing options for County use, enabling employees an accessible and convenient option for work-related travel. Motor Pool services provide important short-term transportation options for staff working at off-site locations.

Program Description

The goal of this program is to offer County employees accessible and convenient options for work-related travel. Motor Pool services connect with numerous County departments with an overarching goal to seamlessly support and engage with the community.

There are two County owned motor pool sites supporting the County's short-term business transportation needs using County owned vehicles. In addition, County employees can access the car rentals through a contract with Enterprise. Work is being done to restart the CarShare program to support employees at downtown locations for the Health and Human Services departments, who regularly travel to meet the people they serve. This blend of County-owned and vendor-supported motor pools strives to remove barriers to transportation and provides employees with accessible and convenient options for work-related travel.

We include County departments in our budget decision-making process and try to align the program's strengths and funding with the County department's goals. We recently purchased two 15-passenger vans for the motor pool to provide clients with more accessibility and increase their capacity to support our community into the future.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Motor Pool, CarShare and Enterprise rental annual hours of usage.	56,158	50,728	50,728	44,704
Outcome	Vehicle availability. Provide the optimal blend of transportation options to support County program needs.	99%	99%	99%	99%

Performance Measures Descriptions

PM#1- Tracking the number of hours of usage provides meaningful data for planning future needs.

PM#2- Providing the right blend of vehicle rental options to meet needs on a daily basis.

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	2023	2023	2024	2024
Personnel	\$0	\$238,645	\$0	\$269,152
Contractual Services	\$0	\$658,648	\$0	\$631,772
Materials & Supplies	\$0	\$3,892	\$0	\$4,101
Internal Services	\$0	\$342,454	\$0	\$352,602
Capital Outlay	\$0	\$405,525	\$0	\$194,332
Total GF/non-GF	\$0	\$1,649,164	\$0	\$1,451,959
Program Total:	\$1,649,164		\$1,451,959	
Program FTE	0.00	2.25	0.00	2.25

Program Revenues				
Other / Miscellaneous	\$0	\$1,258,966	\$0	\$1,257,627
Beginning Working Capital	\$0	\$389,313	\$0	\$194,332
Service Charges	\$0	\$885	\$0	\$0
Total Revenue	\$0	\$1,649,164	\$0	\$1,451,959

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 2023: 78402 Motor Pool

Program #78403 - Distribution Services

FY 2024 Adopted

Department: County Assets **Program Contact:** Edward Reed

Program Offer Type: Internal Service **Program Offer Stage:** Adopted

Related Programs:
Program Characteristics:
Executive Summary

Distribution Services' goal is to manage the logistical needs of the County. Serving as the centralized mailing center, Distribution Services moves a variety of items every day, via fixed routes and/or special delivery, including U.S. Mail, County records, interoffice mail and recyclables.

Program Description

Distribution Services provides central coordination of a complex and multifaceted system of distribution logistics across more than 95 county locations. We support the County's equity initiative by managing the logistical needs of departments, community members and vulnerable populations.

We directly interact with our community partners. Whether it is blood tests, permits, prescriptions or blankets, tax and other bulk mailings, Distribution Services connects with numerous County departments with an overarching goal to seamlessly support and engage with the community. An example is our support of the Emergency Management and Joint Office of Homeless Services to provide basic needs for vulnerable populations by moving large shipments of water, sleeping bags, wool blankets and tents. Distribution Services serves a vital role in emergency preparedness for Multnomah County. We have transported COVID lab tests to support the County Health Department and help with the health of our community members and populations. Over time, with the needs of the County constantly shifting, we have tailored our program to fit those changing needs. There is built-in flexibility with the routes and drivers that serve our departments on a daily basis, while our warehouse can handle special deliveries and pick-up requests as they come up. In addition, this program coordinates with other government entities throughout the Portland Metropolitan area to send and deliver interoffice mail in a manner that saves on postage and enhances intergovernmental communication and workflow.

Our program aligns with DCA's support of under-served and under-represented communities through the lens of inclusion and equity. Multnomah County's goals of advancing equity and support to these under-served communities is supported by providing distribution resources for timely material move needs.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Customers have access to information and needed supplies.	99%	99%	99%	99%
Outcome	Complaints against distribution drivers is five or fewer annually.	2	5	2	5

Performance Measures Descriptions

PM#1: Customer access to information is measured by items lost during distribution.

PM#2: 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	2023	2023	2024	2024
Personnel	\$0	\$644,084	\$0	\$722,774
Contractual Services	\$0	\$695,946	\$0	\$698,584
Materials & Supplies	\$0	\$25,529	\$0	\$26,596
Internal Services	\$0	\$525,458	\$0	\$557,226
Capital Outlay	\$0	\$199,511	\$0	\$232,135
Total GF/non-GF	\$0	\$2,090,528	\$0	\$2,237,315
Program Total:	\$2,090,528		\$2,237,315	
Program FTE	0.00	6.50	0.00	6.50

Program Revenues				
Other / Miscellaneous	\$0	\$1,876,102	\$0	\$1,988,696
Beginning Working Capital	\$0	\$199,511	\$0	\$232,135
Service Charges	\$0	\$14,915	\$0	\$16,484
Total Revenue	\$0	\$2,090,528	\$0	\$2,237,315

Explanation of Revenues

Distribution Services is funded via internal service charges.

Significant Program Changes

Last Year this program was: FY 2023: 78403 Distribution Services

Department: County Assets **Program Contact:** Lisa Whedon

Program Offer Type: Internal Service **Program Offer Stage:** 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 to minimize risk, protect rights, and in equitable decision-making. 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of records retrievals and interfiles (record actions) performed on behalf of customers	1,779	1,300	2,272	2,500
Outcome	Percentage increase of reference requests compared to previous fiscal year	56%	30%	-20%	25%
Output	Number of new EDRMS users onboarded	46	100	64	100
Outcome	Number of public sessions initiated in the digital archives	2,307	2,250	2,600	2,750

Performance Measures Descriptions

PM #1 - Record actions indirectly impacted by departments directly impacted by changing Oregon legislation.

PM #2 - Based on number of discrete requests. Anticipated to increase to or exceed pre-COVID levels.

PM #3 - Electronic document & records management system (EDRMS) use reduces individuals' records compliance burden.

PM #4 - Measures public engagement with the 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	2023	2023	2024	2024
Personnel	\$0	\$832,188	\$0	\$904,936
Contractual Services	\$0	\$326,859	\$0	\$342,620
Materials & Supplies	\$0	\$155,749	\$0	\$153,918
Internal Services	\$0	\$883,263	\$0	\$969,753
Capital Outlay	\$0	\$140,003	\$0	\$182,501
Total GF/non-GF	\$0	\$2,338,062	\$0	\$2,553,728
Program Total:	\$2,338,062		\$2,553,728	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,097,593	\$0	\$2,406,944
Beginning Working Capital	\$0	\$240,167	\$0	\$291,372
Service Charges	\$0	\$302	\$0	\$454
Total Revenue	\$0	\$2,338,062	\$0	\$2,698,770

Explanation of Revenues

Records Management is funded via internal service charges.

Significant Program Changes

Last Year this program was: FY 2023: 78404 Records Management

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	2023	2023	2024	2024
Personnel	\$0	\$0	\$0	\$145,042
Materials & Supplies	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$0	\$0	\$145,042
Program Total:	\$0		\$145,042	
Program FTE	0.00	0.00	0.00	1.00

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

Explanation of Revenues

This program offer is funded via Beginning Working Capital and a reduction in Information Technology fund for ongoing FY 2024 costs. Ongoing costs for FY 2025 and beyond will be incorporated into and recovered via the County's internal services.

Significant Program Changes

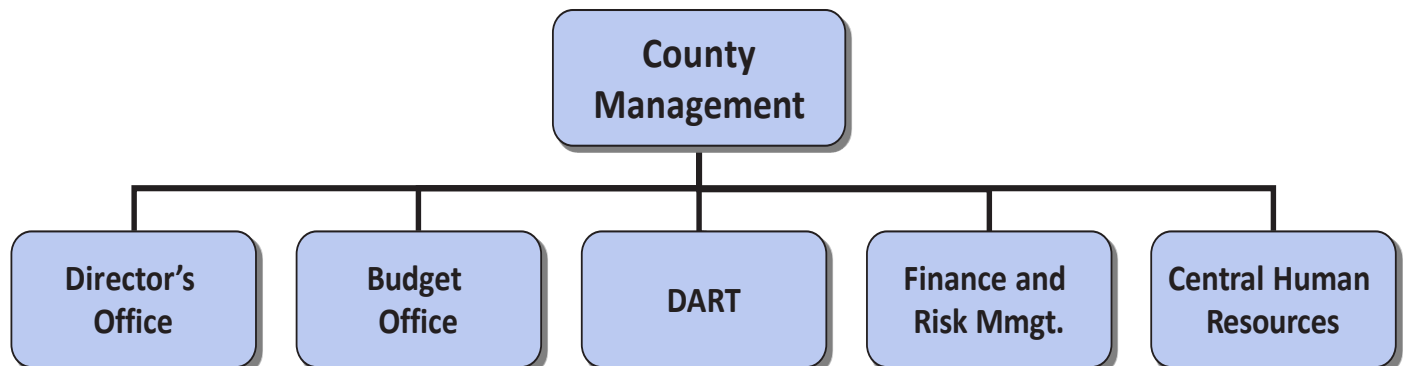
Last Year this program was:

Department Overview

The Department of County Management (DCM) is responsible for collecting, protecting, and investing in Multnomah County’s human and financial capital. 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 policies that protect County assets, reduce financial risk, and ensure our ability to serve the community. The Division of Assessment, Recording and Taxation (DART) 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 supervises the appointed department directors across the County providing a crucial link between corporate policy setting and department implementation. Along with the Deputy COO, the COO provides oversight for DCM. DCM plays an important role, providing administrative services and guidance to all County departments while also supporting the Chair, Commissioners and other elected officials with high-level forecasts and policy analysis.

DCM continues to guide the organization into the future of work as a significant portion of the workforce teleworks on a routine, ad-hoc, or hybrid basis and recognizes the need for staff to feel connected with each other and with our leadership. The COO joined the Chair and our Chief Diversity and Equity Officer on a listening tour visiting staff at multiple work locations last year. This past winter, DCM partnered with the Office of Diversity and Equity to relaunch the Executive Learning Series for senior executives and we’ve resumed quarterly Real Talk: All DCM staff meetings and All Managers meetings for DCM. Our staff are dedicated to supporting the County’s commitment to workforce equity.

Creating a workplace that provides a sense of safety, trust and belonging for our staff requires attention to structure and organizational culture. In FY 2024, DCM will continue to champion the Workforce Equity Strategic Plan (WESP) in DCM and countywide. Our requests to continue the Contractor Capacity Review to inform recommendations for local and state policy makers to address wage equity (72055) and improve County Purchasing and Contracting (72005B) reflect DCM’s priorities to support equitable outcomes and expand the services we provide countywide.

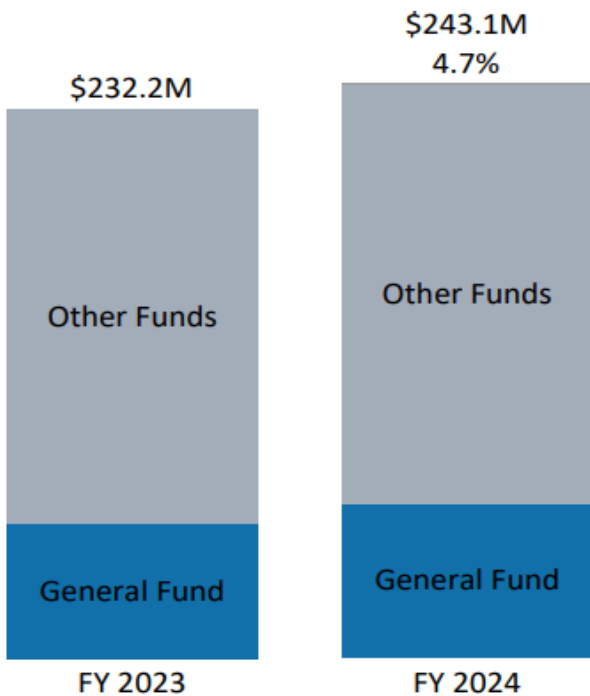


Budget Overview

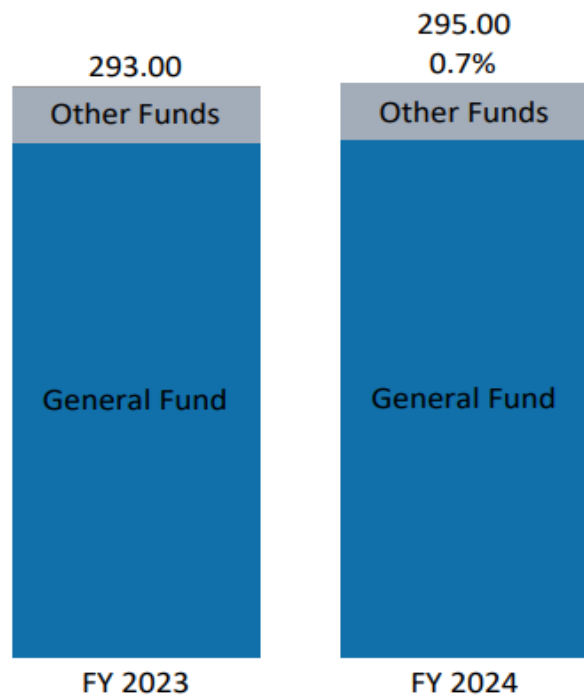
The Department of County Management’s (DCM) budget is \$243.1 million and 295.00 FTE. This is an increase of \$10.8 million or 4.7% over the FY 2023 Adopted budget. Budgeted positions have increased by 2.00 FTE. The FY 2024 budget is comprised of 26.9% General Fund and 73.1% other funds.

The General Fund budget has increased by \$8.5 million (15.0%) to \$65.3 million. In DCM, the Risk Fund has increased by \$6.2 million (3.7%) to \$171.1 million due to the addition of 41.80 FTE countywide and insurance related rate changes.

Annual Budget Change
(Adopted Expenses and Percent Change)



Annual Staffing Change
(FTE and Percent Change)



Budget Overview (continued)

The following programs are new:

- Workday Support - Review and Recommend (72053) \$1,000,000, Labor Relations Expanded Support (72061) \$215,000, Recruiter Training & Capacity Building (72017B) \$511,500, Central HR Electronic Personnel Files (72017D) \$290,000, all funded one-time-only in the Central Human Resources division.
- Contractor Capacity Review (72055) \$125,000, Small Business Repair Fund East County (72057) \$115,000, Future of Work Planning (72060) \$4,550,000, Common Application Enhancement (72063) \$460,000, County Charter Amendment Implementation (72000B) \$190,000, DCM/ NOND Human Resources Team - Increased Capacity (72049B) \$177,000, Workplace Security - Security Operations Center (72056B) \$260,000, all funded one-time-only in the DCM Director’s Office division.
- FRM Purchasing - Contracting Redesign / Process Improvement (72005B) \$532,411, 2.00 FTE funded ongoing. FRM Motor Vehicle Tax (72008B) \$175,000 and Regional Construction Workforce Diversity Funder Collaborative (72044B) \$200,000 funded one-time-only in the Finance and Risk Management division.

Budget Trends	FY 2022	FY 2023	FY 2023	FY 2024	Difference
	<u>Actual</u>	<u>Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
Staffing FTE	287.00	293.00	293.00	295.00	2.00
Personnel Services	\$45,724,097	\$47,096,654	\$49,289,557	\$52,847,443	\$3,557,886
Contractual Services	17,675,276	15,362,314	17,258,210	21,006,226	3,748,016
Materials & Supplies	118,979,479	136,415,270	159,256,069	162,984,356	3,728,287
Internal Services	5,995,526	7,432,244	6,425,809	6,221,457	(204,352)
Debt Service	7,062,417	0	0	0	0
Capital Outlay	<u>16,677</u>	<u>10,591</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$195,453,472	\$206,317,073	\$232,229,645	\$243,059,482	\$10,829,837

Does not include cash transfers, contingencies or unappropriated balances.

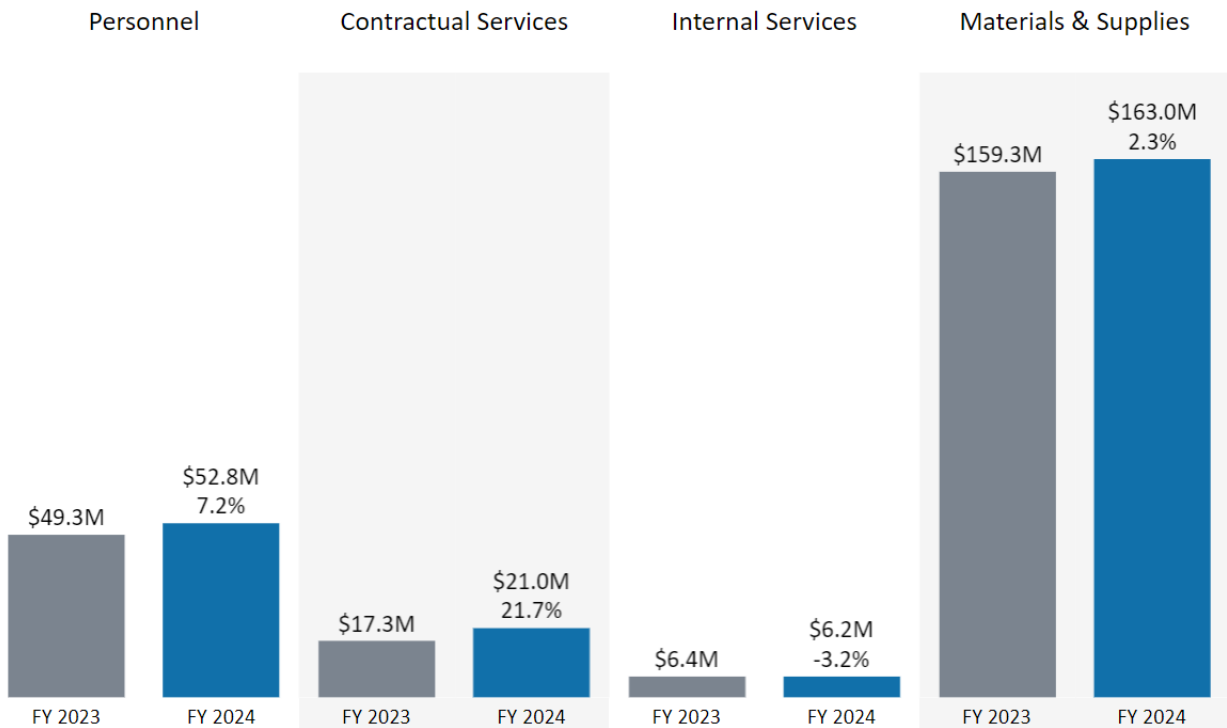
Budget Overview (continued)

Personnel Services have increased by \$3.6 million (7.2%) due to the addition of 2.00 FTE, COLA and step/merit adjustments.

The largest category of expenditures in all funds is in materials and supplies at \$163.0 million. This is mostly budgeted in the Risk Fund for medical and dental insurance costs. Risk Fund expenditures in this category have increased by \$5.3 million.

Contractual Services have increased largely due to Future of Work Planning (72060).

Spending by Category
FY 2023 Adopted vs. FY 2024 Adopted



Successes and Challenges

COO/DCM Director's Office:

- Launched a pilot compensation study for contracted partners and working with Oregon Solutions to investigate wage equity solutions for our contractors.
- Worked with a consultant to complete a review of the County's contracting design and administration.
- The DCM/NOND Human Resource team managed 89 recruitments and processed 118 hires, working through a backlog of recruitment needs from the COVID-19 pandemic.
- Successfully launched a new Workforce Security Program, onboarding a team of three security professionals.

Budget Office:

- Received the Government Finance Officers Association's Distinguished Budget Presentation Award for the FY 2023 budget.
- Partnered with the Office of Diversity and Equity to implement the second year of the Budget Equity Tool and released a new Multnomah County Budget dashboard.
- Redesigned the Budget Modification process including the Agenda Placement Request forms for a more streamlined process and focus on equity impacts and program performance.
- The Evaluation and Research Unit (ERU) completed the Countywide Employee Survey and conducted analyses to understand demographic trends in employee separations, hires, and promotions.

Central Human Resources:

- The College to County program hosted 64 interns in the summer of 2022 across all County departments with 11 interns hosted by DCM.
- The Talent Acquisition team launched the Recruiter Capacity Pilot supporting 68 recruitments across 7 County departments and a new Recruitment Data report on recruitment and vacancy related metrics.
- Invested in the Organizational Change and Human Resource Development team by redesigning two Manager positions to support departmental HR teams, offering new training for managers and HR staff.
- The Employee Benefits team led the transition of our employer-sponsored health plan to Moda, established improved access for behavioral health with Moda and Kaiser and began offering COVID-19 boosters during annual flu shot clinics for employees.
- Completed successor bargaining and contract implementation for seven unions.
- Established a Safety and Security Labor Management Committee with participation from the County workplace security team and all union partners.
- Finalized a gap analysis on conflict resolution resources and countywide needs and completed a project on improving responses and tracking of microaggressions.

Successes and Challenges (continued)

DART:

- Completed development and implementation of an electronic filing (Smartfile) option for businesses to file electronic returns.
- Delivered electronic bills (rather than paper) for property tax statements for the first time and launched a new system for customers to obtain records without having to come into the office.
- Began a county reappraisal effort & re-definition of neighborhood boundaries for the first time in fifteen years.

Finance & Risk Management

- Received Government Finance Officers Association's Award for Distinguished Financial Reporting for the Annual Comprehensive Financial Report.
- Successfully completed contracts for banking services for the County for general banking, merchant services, and purchasing card services.
- Multnomah County Purchasing received an Accreditation for Quality in Public Procurement from the Institute for Public Procurement (NIGP) and the County Purchasing Manager received the 2022 NIGP Distinguished Service Award.
- The Fiscal Compliance Unit performed fiscal monitoring on 99% of federal pass-through funds and the Labor Compliance Unit validated certified payrolls (1,600 monthly) for 20 ongoing construction projects in FY 2022.
- Risk Management collaborated with the Workplace Security Team to enhance workplace safety.
- Challenges include continued tracking of COVID-19 federal funds, implementation of new Governmental Accounting Standards Board (GASB) accounting pronouncements (e.g GASB-96), and continued support around enhanced rental assistance programs.

COVID-19 & American Rescue Plan

The Department of County Management will ramp down its American Rescue Plan (ARP) funded programs in FY 2023 with the exception of the continuation of the Labor Relations Expanded Support (72061) and the Future of Work Planning (72060) programs. In FY 2024, these two programs will be supported by General Fund revenues. The first program funds a Labor Relations Manager position (Limited Duration, Human Resources Manager 2, year three) 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. The Future of Work Planning program will provide resources to support the changes in the County's workplace since the onset of the COVID-19 pandemic. These funds will facilitate consolidations, moves, reconfigurations based on programmatic needs.

DCM leadership including those in the COO's Office, Central Human Resource and Risk Management continue to monitor COVID-19 data and trends. Communication and policy evaluation continue as needed based on the latest information from our public health experts and partner regulatory agencies (Oregon Health Authority, Oregon Occupational Safety and Health Administration and Center for Disease Control).

Diversity, Equity, and Inclusion

DCM believes that each staff member has a role and a responsibility to carry equity work forward. This vision means we strive to embed equity into every aspect of everyone's work: from daily operations to policies and procedures, individuals and teams are applying an equity lens to their work. An increasing number of DCM staff also regularly communicate inequities, and make an effort to correct areas where an equity lens isn't applied. This shift doesn't suggest DCM's equity work is done - it suggests that many DCM staff have grown and that progress is significant and noticeable.

Leaders in DCM are working on how to include more staff in decision-making processes. This goal will be accomplished by implementing four department-wide initiatives that center staff voice: 1) a program offer review process, 2) a new plan that requires managers to complete four hours of training related to management competencies, 3) a department-wide response to the 2021 employee survey results, and 4) a new leadership competency feedback survey. Additionally, DCM highlights meaningful equity work occurring in divisions:

COO/Director's Office

- The COO/Director's Office partnered with the Office of Diversity & Equity (ODE) and Central HR to relaunch the Executive Learning Series for senior executives with a focus on the WESP. The agenda included the presentation of the WESP Annual Report, a panel discussion, networking and break out group discussions.
- DCM's Equity Team filled their vacant Equity Analyst position. Now fully staffed, the team has developed and implemented a new work plan that includes support and consultation across divisions, employee engagement efforts, training for staff, increased communication and progress updates, additional support for meeting WESP goals, and the implementation of the anticipated Renewed WESP.

Central Human Resources

- Central Human Resources (CHR) is currently planning, and will host, the second bi-annual Multnomah County Managers Conference focusing on how managers can advance safety, trust, and belonging in their work areas.
- In collaboration with the Complaints Investigation Unit, CHR finalized a gap analysis on conflict resolution resources and countywide needs and developed an implementation plan for improving access to resources and responses to conflict for represented staff and managers. This team also completed a project on improving responses and tracking of microaggressions.

Diversity, Equity, and Inclusion (continued)

Budget Office

- The Budget Office revised the Budget Modification Process and Agenda Placement Forms to focus on equity considerations, disparities and program outcomes. They also collaborated with ODE to update and publish the Budget Equity Tool for FY 2024, the second year this has been made available.
- The Evaluation and Research Unit (ERU) will conduct the 2023 Countywide Employee Survey to better understand how employees experience their work environments. This work will be done in collaboration with diverse employee stakeholders from around the County, ensuring that their voices are centered in the work.
- The ERU developed dashboards and conducted analyses to understand demographic trends in employee movement, such as whether there are differences for race and ethnicity groups in separations, hires, and promotions.

Division of Assessment, Recording and Taxation (DART)

- DART hosted an in person Employee Appreciation luncheon, the first since the onset of the COVID-19 pandemic. Staff reconnected over lunch and enjoyed an afternoon of socializing and team building activities.
- Managers collaborated with DCM's Equity Analyst to host listening sessions across the division to explore how to meaningfully engage staff in a hybrid environment. The final report provided themes specific to essential workers and hybrid teleworkers, action items to improve staff engagement efforts, and suggested best practices for managers and supervisors.
- Senior Management will continue this work and conduct a series of engagement sessions to gather feedback from staff about DART's mission, vision, and values. An updated annual planning document will reflect goals for DART in 2023.

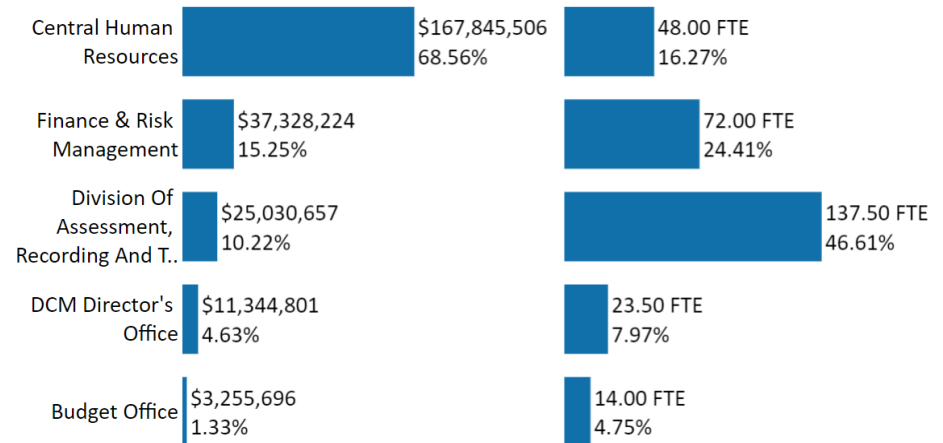
Finance & Risk Management

- Finance and Risk Management (FRM) collaborated with County departments to develop performance measures for the State Local Fiscal Recovery Funds, Recovery Plan for Multnomah County - focusing on outcomes for our communities most affected by the impacts of the COVID-19 pandemic.
- The Labor Compliance Unit worked with 20 different construction projects to ensure construction workforce diversity. By doing so this confirmed that of the total hours worked, 30% were worked by men of color, and 11.5% by women.

Budget by Division

Division Name	FY 2024 General Fund	Other Funds	Total Division Cost	Total FTE
DCM Director's Office	\$10,537,001	\$807,800	\$11,344,801	23.50
Budget Office	3,255,696	0	3,255,696	14.00
Finance and Risk Management	17,894,487	19,433,737	37,328,224	72.00
Central Human Resources	10,326,197	157,519,309	167,845,506	48.00
Division of Assessment, Recording & Taxation (DART)	<u>25,030,657</u>	<u>0</u>	<u>25,030,657</u>	<u>137.50</u>
Total County Management	\$67,044,038	\$177,760,846	\$244,804,884	295.00

Includes cash transfers, contingencies and unappropriated balances.



DCM Director's Office

The DCM Director's Office Division is home to the County's Chief Operating Officer (COO) who also serves as the DCM Director. The COO team includes the Deputy COO, two Strategic Initiatives Managers and a Senior Administrative Analyst. Programs reporting to this division include DCM Equity Team, DCM Business Services and DCM/Non-D Human Resources (HR) Unit. The COO is responsible for the administrative infrastructure and financial health of the County. In addition, the COO and Deputy COO work with the Chair, DCM divisions, County departments, and elected officials to establish operational priorities and policy objectives. The COO supervises all County Department Directors, the Integrated Clinical Services Division Director/Community Health Center Executive Director and Emergency Management Director. The Deputy COO supervises the Complaints Investigation Unit. The COO provides strategic direction for countywide projects and ensures that complex decisions are informed by a Countywide perspective.

The Equity team provides leadership and support for departments about diversity, equity and inclusion principles, promoting goals set in the Workforce Equity Strategic Plan (WESP) and consultation for managers and individuals. Business Services provides business and financial services for the department including budget development, accounts receivable and payable, procurement and contracting, as well as administrative and general accounting support. The DCM/Non-D HR Unit provides HR services for the department and non-departmental work units.

Significant Changes

Significant changes and work that took place included:

- The Director of the Joint Office of Homeless Services now reports to the COO/DCM Director.
- Program Offer 72000B DCM Director/COO Limited Duration position will support project management for County Charter Amendments approved by voters in November 2022.
- Program Offer 72056B Workplace Security - Security Operations Center will establish a multi-function security hub supporting 24/7 emergency service functions.
- Program Offer 72049B DCM/Non D HR Team Increased Capacity provides support for Departments and Divisions.
- Program Offer 72055 will continue the Contractor Capacity Review to evaluate and create recommendations to address wage equity for human service contractors.
- Program Offer 72057 Small Business Repair Fund East County will continue to provide grants to small businesses that have sustained physical damage from vandalism.
- Program Offer 72060 Future of Work Planning provides resources to support changes in the County's workplace.
- Program Offer 72063 Common Application Enhancement will fund a Limited Duration position and contracted services to implement a program that would make County benefits easier to find and access.

Budget Office

The Budget Office (72001) guides the development of the budget process and facilitates the creation of the County's largest policy document. The budget process is how the County aligns its funding with its priorities, so it is essential that the County's values are incorporated into the process. The Budget Office continues to evolve the budget process and documents to reflect that budgetary decisions should be centered on equity.

The Budget Office also provides 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;
- Reviews and creates revenue forecasts for the Library District, Preschool for All and the Supportive Housing Services measure, and assists in crafting strategies to protect consistent programming levels;
- Performs analysis as needed throughout the year to determine the estimated cost impacts of departmental, local, State, or Federal policy proposals and changes;
- Provides cost estimates during labor negotiations;
- Provides budgetary information to departments during the annual budget process and throughout the fiscal year,
- Trains department employees on budget software and the budget process;
- Presents information about the budget process to external stakeholders such as community based organizations; and,
- Communicates policy direction and program priorities to departments.

The Evaluation and Research Unit (72014) is also part of this division. The Unit does research about workforce equity, employees' experiences, and evaluates programs countywide and within the Department of County Management. The goal of this work is to ensure that County employees have the resources, support, and environment they need to thrive as they do the important work to serve the community.

Significant Changes

There are no significant changes.

Finance and Risk Management

The Finance and Risk Management (FRM) 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 \$879 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; 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. Enterprise Resource Planning (ERP) Support provides strategic and operational leadership and maintains, troubleshoots, and enhances Workday and Jaggaer enterprise system functionality.

Finance and Risk Management is responsible for preparing the County's Annual Comprehensive Financial Report, which has been awarded the Government Finance Officers Association (GFOA) award for distinguished reporting every year for the past 37 years. Staff members in the Division serve in leadership positions on statewide professional organizations and advisory boards. This honor reflects recognition by our peers of the ways Finance and Risk Management programs strive for innovative solutions.

Significant Changes

- Program offer 72005B FRM Purchasing Contract Redesign and Process Improvement will support the implementation of consultant recommendations for Countywide contracting and administration. The new program will develop a contracts administration program including two new full-time equivalent (FTE) positions - a Procurement Director and a Project Manager.
- Program offer 72008B FRM Motor Vehicle Tax will fund a Limited Duration position to provide additional capacity for motor vehicle rental tax (MVRT) collection activities including audit and tax code enforcement.
- Program offer 72044B Regional Construction Workforce Diversity Funder Collaborative funds the County's participation in a regional effort to increase the diversity of the construction workforce. This is year two of a five year commitment.

Central Human Resources

The Central Human Resources Division (CHR) is driven by its strategic mission to support the people who serve our community. This Division provides strategic leadership, recommends policy, and partners with the Human Resources (HR) units in other departments across the organization to guide consistent, efficient and solutions-oriented HR processes and practices necessary to achieve results. CHR plays an important role in implementing the Workforce Equity Strategic Plan (WESP) with a majority of the minimum standards requiring support from CHR.

CHR manages collective bargaining and labor contract interpretation; personnel rule and policy development and interpretation; job profile and compensation plans; Countywide training, change management and organizational development; recruitment and retention systems and processes; employee benefits and wellness programs. In addition, CHR provides oversight of HR systems, workforce data, management of the human capital management and payroll modules in Workday- the County's enterprise resource planning system. CHR prioritizes the processes and structures needed to strengthen the impact of HR within the organization. Overarching priorities include focusing on technology and business processes, equitable and inclusive practices, and diversity-focused recruitment and workforce development.

Significant Changes

Significant changes that occurred - and work that took place - included:

- Welcoming and onboarding the new Chief Human Resources Officer (CHRO) (72016).
- Establishment of the Deputy Chief Human Resources Officer position that oversees Labor Relations, Workday Human Capital Management, and Employee Benefits (72020).
- Shifted 25% of the Deputy CHRO position to the Risk Fund to account for direct oversight of the Benefits Program.
- Recruiter Training & Capacity Building (72017B) supports year two of a pilot program and funds three Limited Duration (LDA) positions to provide recruiter training, hands on experience, and supplemental support countywide to department HR units.
- Electronic Personnel Files (72017D) will fund a project and administrative team to design the transition from paper personnel and recruitment files to an electronic file management system.
- Workday Support Review and Recommendation Implementation (72053) supports reconfiguration of the time tracking, absence and payroll functional areas in the Workday system.
- Labor Relations Expanded Support (72061) extends the LDA position added in response to the additional capacity needed to bargain contracts rolled over due to COVID-19 through FY 2024 and support the expansion of existing services.

Division of Assessment, Recording and Taxation (DART)

The Division of Assessment, Recording and Taxation (DART) is responsible for funding and supporting the local community through administering property tax programs 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 315,000 property tax accounts for the purpose of generating correct property tax bills that fund these districts and their community priorities. 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. As a requirement under Oregon law, both must be maintained and archived indefinitely. DART maintains its statutory mandates through shifting priorities within existing budgetary allocations.

Significant Changes

Significant changes that occurred - and work that took place - included:

DART developed a plan to reorganize into three new programs, DART County Clerk Functions (72025), DART Property Tax & Ownership (72024) and DART Passport and Photo ID Program (72058) to better align budgets with programs and business decisions with program requirements and customer needs. This reorganization was funded by the DART Customer Service (72024), Ownership and Parcel Management (72026), and County Clerk Functions (72025) program offers.

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 2024 General Fund	Other Funds	Total Cost	FTE
DCM Director's Office					
72000A	DCM Director's Office / COO	\$1,906,701	\$0	\$1,906,701	6.00
72000B	County Charter Amendment Implementation	190,000	0	190,000	0.00
72015	DCM Business Services	1,552,944	0	1,552,944	8.50
72049A	DCM/NonD Human Resources Team	1,200,356	0	1,200,356	6.00
72049B	DCM/NonD Human Resources Team - Increased Capacity	177,000	0	177,000	0.00
72055	Contractor Capacity Review	125,000	0	125,000	0.00
72056A	Workplace Security	0	807,800	807,800	3.00
72056B	Workplace Security - Security Operations Center	260,000	0	260,000	0.00
72057	Small Business Repair Fund East County	115,000	0	115,000	0.00
72060	Future of Work Planning	4,550,000	0	4,550,000	0.00
72063	Common Application Enhancement	460,000	0	460,000	0.00
Budget Office					
72001	Budget Office	2,657,617	0	2,657,617	11.00
72014A	Evaluation and Research Unit	598,079	0	598,079	3.00
Finance and Risk Management					
72002	FRM Accounts Payable	1,188,628	0	1,188,628	7.60
72003	FRM Chief Financial Officer	1,557,771	272,126	1,829,897	3.00
72004	FRM General Ledger	1,236,389	0	1,236,389	7.00
72005A	FRM Purchasing	3,654,729	0	3,654,729	20.50
72005B	FRM Purchasing - Contracting Redesign / Process Improvement	532,411	0	532,411	2.00
72006	FRM Property & Liability Risk Management	0	7,190,285	7,190,285	3.00
72007	FRM Payroll/Retirement Services	1,426,880	0	1,426,880	7.40
72008A	FRM Treasury and Tax Administration	3,705,870	0	3,705,870	4.00
72008B	FRM Motor Vehicle Tax	175,000	0	175,000	0.00
72009	FRM Worker's Compensation/Safety & Health	0	5,330,062	5,330,062	7.50
72010	FRM Recreation Fund Payment to Metro	0	40,000	40,000	0.00
72012	FRM Fiscal Compliance	489,048	0	489,048	3.00

County Management

fy2024 adopted budget

Prog. #	Program Name	FY 2024 General Fund	Other Funds	Total Cost	FTE
Finance and Risk Management (continued)					
72044A	FRM Construction Diversity and Equity	2,170,241	0	2,170,241	0.00
72044B	Regional Construction Workforce Diversity Funder Collaborative	200,000	0	200,000	0.00
72046	FRM Workday Support - Finance	1,317,686	0	1,317,686	5.00
72047	FRM Labor Compliance	187,834	0	187,834	1.00
72048	FRM Clean Air Construction Standards	52,000	0	52,000	0.00
72052A	FRM Preschool for All Tax Administration - County	0	217,744	217,744	1.00
72052B	FRM Preschool for All Tax Administration - City of Portland	0	6,383,520	6,383,520	0.00
Central Human Resources					
72016	Central HR Administration	1,008,157	0	1,008,157	2.63
72017A	Central HR Services	3,056,154	0	3,056,154	14.00
72017B	Recruiter Training & Capacity Building	511,500	0	511,500	0.00
72017D	Central HR Electronic Personnel Files	290,000	0	290,000	0.00
72018	Central HR Labor Relations	1,011,436	61,399	1,072,835	4.60
72019	Central HR Unemployment	0	1,017,918	1,017,918	0.15
72020	Central HR Employee Benefits & Wellness	0	156,439,992	156,439,992	13.62
72022	Workday Support - Central Human Resources	2,275,361	0	2,275,361	10.00
72050	Central HR Classification & Compensation	637,989	0	637,989	3.00
72051	College to County Interns	320,600	0	320,600	0.00
72053	Workday Support - Review & Recommend	1,000,000	0	1,000,000	0.00
72061	Labor Relations Expanded Support	215,000	0	215,000	0.00
Division of Assessment, Recording and Taxation (DART)					
72023	Div of Assessment, Recording & Taxation Administration	975,695	0	975,695	2.40
72024	DART Property Tax & Ownership	1,792,981	0	1,792,981	11.08
72025	DART County Clerk Functions	1,755,344	0	1,755,344	11.16
72027	DART Tax Revenue Management	2,509,614	0	2,509,614	13.40
72028	DART GIS/Cartography	775,841	0	775,841	4.50
72029	DART Assessment Performance Analysis	649,686	0	649,686	3.25
72030	DART Property Assessment Special Programs	1,308,013	0	1,308,013	8.25
72031	DART Personal Property Assessment	1,111,231	0	1,111,231	6.10
72033	DART Commercial & Industrial Property Appraisal	4,172,989	0	4,172,989	23.50

Prog. #	Program Name	FY 2024 General Fund	Other Funds	Total Cost	FTE
Division of Assessment, Recording and Taxation (DART)(continued)					
72034	DART Residential Property Appraisal	6,071,939	0	6,071,939	36.50
72037	DART Applications Support	2,023,555	0	2,023,555	7.00
72038	DART Tax Title	750,659	0	750,659	1.60
72058	DART Passport and Photo ID Program	<u>1,133,110</u>	<u>0</u>	<u>1,133,110</u>	<u>8.76</u>
Total County Management		\$67,044,038	\$177,760,846	\$244,804,884	295.00

Includes cash transfers, contingencies and unappropriated balances.

Department: County Management

Program Contact: Serena Cruz

Program Offer Type: Administration

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Director's Office includes the Department of County Management (DCM) Department Director / Chief Operating Officer combined positions. The COO/DCM Department Director manages the organizational health of Multnomah County and sets administrative policy. Areas of countywide responsibility include budget, finance, human resources, property assessments & recording, tax collections, emergency management and protected class complaints. The COO provides countywide oversight through the supervision of the appointed department directors for the Health Department, Department of Community Justice, Library, Department of County Human Services, Department of County Assets, and Department of Community Services.

Program Description

The COO's office works with the County Chair, Board of County Commissioners, department directors and DCM division directors to set countywide priorities and ensure that County policies are upheld. The Office works with the Chief Financial Officer, Chief Budget Officer, 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 Office of the COO/DCM Department Director works with departments and human resource personnel to recruit, train and retain a diverse workforce; provides management for county-wide projects and initiatives; and serves as the supervisor for all department directors. In FY 2024, 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 County managers and supervisors, and workforce security.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	DCM all manager and supervisor professional development events held.	2	2	2	4
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

The performance measures all lead towards the department's desire to create a culture of Safety, trust and belonging for its workforce. DCM will continue to focus on manager development, WESP initiatives and ensuring new employees are successfully onboarded and receive timely and regular communication.

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	2023	2023	2024	2024
Personnel	\$1,402,709	\$0	\$1,531,510	\$0
Contractual Services	\$247,000	\$0	\$247,000	\$0
Materials & Supplies	\$18,810	\$0	\$46,118	\$0
Internal Services	\$42,660	\$0	\$82,073	\$0
Total GF/non-GF	\$1,711,179	\$0	\$1,906,701	\$0
Program Total:	\$1,711,179		\$1,906,701	
Program FTE	6.00	0.00	6.00	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 2023: 72000A DCM Director's Office / COO

Department: County Management

Program Contact: Serena Cruz

Program Offer Type: New

Program Offer Stage: Adopted

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

Executive Summary

The Multnomah County Home Rule Charter provides that every six years, a Charter Review Committee (MCCRC) will be convened for the purpose of making a comprehensive study of the Charter. The Committee meets for 18 months, and then provides a report at least 95 days before the election. The Charter is the local version of a constitution, essentially creating the structure of Multnomah County government. In November 2022, six Charter Amendments were sent to and approved by the voters. Multnomah County is required to ensure the implementation of the six Charter Amendments. This program will provide one-time-only funding for one Limited Duration (LDA) Management Analyst within the COO/DCM Director's team to coordinate this work and support policy implementation.

Program Description

This position will coordinate the work by identifying for each of the measures the current state and what charter reform is needed based on the new measures, possible code revisions and/or additions. By collaborating with a project team, the project manager will develop, communicate and ensure adherence to a timeline for implementation. The six measures include:

- Measure 26-230, Replace Charter Language with Gender Neutral, Terms Amendment
- Measure 26-232, Ranked-Choice Voting for County Elections Amendment
- Measure 26-233, Require County Commissioner Inspection of Jails Amendment
- Measure 26-234, Authorize County Auditor's Office to Investigate County Administration Amendment,
- Measure 26-235, Add Right to Audit Clause Amendment
- Measure 26-236, Changes to Charter Review Committee Amendment

While we are required to implement these charter changes, there are many equity values that underlie the policies, procedures and programs that are a part of this project. Rank choice voting, utilizing gender neutral language in the County Charter, establishing additional transparency through jail inspections and an ombudsman are all strategies that further equity and inclusion.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of code revisions	N/A	N/A	N/A	13
Outcome	Complete a project implementation plan and timeline	N/A	N/A	N/A	100%

Performance Measures Descriptions

The County is required to implement all charter amendments within the timeline set for each measure. Upon initial analysis it is estimated that fully implementing the measures will require 13 code revisions.

Legal / Contractual Obligation

Multnomah County is governed by the Multnomah County Home Rule Charter. The Charter Review Commission is authorized under Chapter XII. Miscellaneous 12.30. Charter Review Committee.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$185,790	\$0
Materials & Supplies	\$0	\$0	\$4,210	\$0
Total GF/non-GF	\$0	\$0	\$190,000	\$0
Program Total:	\$0		\$190,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is funded by one-time-only General Fund revenues

Significant Program Changes

Last Year this program was:

Department: County Management **Program Contact:** Christian Elkin
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Budget Office, under the leadership 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, other elected officials, County departments, and the public. It also helps decision makers and department staff by communicating policy direction and program priorities; coordinating strategic planning; and providing technical expertise, training, and various analyses.

Program Description

The budget is more than just a list of the planned 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 supports 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 (the General Fund is the County's largest source of discretionary revenues; if the forecast is too high, a midyear reduction may be required, but if it is too low, the County may unnecessarily cut services or employees during the annual process),
- Performs analysis as needed throughout the year to determine the estimated cost impacts of departmental, local, State, or Federal policy proposals and changes,
- Provides cost estimates during labor negotiations,
- Provides budgetary information to departments during the annual budget process and throughout the fiscal year,
- Trains department employees on budget software and the budget process,
- Presents information about the budget process to external stakeholders such as community based organizations, and
- Communicates policy direction and program priorities to departments.

The Budget Office also helps ensure that the County follows Oregon budget law. The County is committed to producing a high quality budget that follows recommended guidelines and best practices. This is reflected in the fact that the County has received the Government Finance Officers Association's Distinguished Budget Presentation Award for almost two decades.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of budget modifications processed (includes internal)	214	200	200	200
Outcome	% of budget modifications entered into Workday within 4 weeks of Board approval	88%	90%	90%	90%
Quality	Percent error in General Fund Revenue Forecast	8.9%	2.0%	4.0%	2.0%
Quality	Customer rating of countywide budget process on scale of 1 to 10 (extremely dissatisfied to extremely satisfied)	7.22	7.25	7.08	7.15

Performance Measures Descriptions

Budget modifications make changes after the fiscal year begins; most need Board approval, but purely technical changes are "internal" and only need Budget Office approval. The forecast error in FY 2022 is significantly higher than usual due to the quick rebound of the Business Income Tax (BIT) after the economic shock from the pandemic. Customer rating: Because of survey timing, the FY 2023 estimate is the actual rating.

Legal / Contractual Obligation

The Budget Office is not mandated, but the County is subject to Oregon Budget Law (ORS Chapter 294). The office is responsible for producing a financially sound budget that complies with the law and communicates the anticipated outcomes from use of public funds entrusted to the County.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$2,182,628	\$0	\$2,286,313	\$0
Contractual Services	\$30,159	\$0	\$30,159	\$0
Materials & Supplies	\$96,784	\$0	\$96,784	\$0
Internal Services	\$234,298	\$0	\$244,361	\$0
Total GF/non-GF	\$2,543,869	\$0	\$2,657,617	\$0
Program Total:	\$2,543,869		\$2,657,617	
Program FTE	11.00	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 2023: 72001 Budget Office

The office has transitioned to a hybrid workplace with staff spending some days in the office and other days teleworking. To accommodate countywide transitions to hybrid or fully-remote workplaces, the Budget Office has also expanded its communication efforts and methods, including instituting a regular Budget Bulletin covering time-sensitive issues, providing live online trainings related to the budget process and budget software, and developing numerous video trainings available when most convenient for departmental users (supplementing already-existing written materials). The Budget Office is also engaging in economic forecasting support related to the voter-approved initiatives for Metro Supportive Housing Services and Preschool for All; as well as, additional analysis related to those programs, the Library General Obligation Bond, and American Rescue Plan funds.

Department: County Management

Program Contact: Tsultrim Yehshopa

Program Offer Type: Existing

Program Offer Stage: 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 Description

Central Accounts Payable (AP) processes approximately 140,000 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Payments processed	137,627	142,000	138,000	139,000
Outcome	Percent of Invoices paid on time within standard NET 30 payment terms	92%	93%	92.60%	93%
Outcome	Percent of total payments that are electronic	85%	84%	85%	85%

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 Automated Clearing House (ACH), ePayables, procurement cards, and Multco Marketplace cards. COVID-19 relief related invoices such as rent assistance and restaurant relief have often been paid via check and have impacted this performance metric.

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	2023	2023	2024	2024
Personnel	\$1,117,954	\$0	\$1,176,629	\$0
Contractual Services	\$1,950	\$0	\$1,950	\$0
Materials & Supplies	\$8,424	\$0	\$10,049	\$0
Total GF/non-GF	\$1,128,328	\$0	\$1,188,628	\$0
Program Total:	\$1,128,328		\$1,188,628	
Program FTE	7.60	0.00	7.60	0.00

Program Revenues				
Other / Miscellaneous	\$300,180	\$0	\$325,180	\$0
Total Revenue	\$300,180	\$0	\$325,180	\$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 2023: 72002 FRM Accounts Payable

Department: County Management

Program Contact: Eric Arellano

Program Offer Type: Administration

Program Offer Stage: 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Annual Comprehensive 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 Annual Comprehensive 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	2023	2023	2024	2024
Personnel	\$543,299	\$100,562	\$577,405	\$109,110
Contractual Services	\$41,000	\$0	\$41,000	\$0
Materials & Supplies	\$16,511	\$0	\$16,511	\$0
Internal Services	\$970,830	\$195,563	\$922,855	\$163,016
Total GF/non-GF	\$1,571,640	\$296,125	\$1,557,771	\$272,126
Program Total:	\$1,867,765		\$1,829,897	
Program FTE	2.65	0.35	2.65	0.35

Program Revenues				
Other / Miscellaneous	\$0	\$296,125	\$0	\$272,126
Total Revenue	\$0	\$296,125	\$0	\$272,126

Explanation of Revenues

This program is supported by General Fund and Risk Fund revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72003 FRM Chief Financial Officer

Department: County Management

Program Contact: Samina Gillum

Program Offer Type: Existing

Program Offer Stage: 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 Description

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 Annual Comprehensive 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of properly stated balance sheet accounts per review of external auditors	300	300	300	300
Outcome	Number of Annual Comprehensive Financial Report audit deficiency comments from external auditors	1	0	0	0
Efficiency	Number of days Annual Comprehensive Financial Report is completed after fiscal year end	155	155	154	152
Quality	Received the Certificate of Achievement for Excellence in Financial Reporting from the GFOA	1	N/A	1	1

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 Annual Comprehensive 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	2023	2023	2024	2024
Personnel	\$1,154,264	\$0	\$1,222,489	\$0
Contractual Services	\$2,000	\$0	\$2,000	\$0
Materials & Supplies	\$11,900	\$0	\$11,900	\$0
Total GF/non-GF	\$1,168,164	\$0	\$1,236,389	\$0
Program Total:	\$1,168,164		\$1,236,389	
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 2023: 72004 FRM General Ledger

Department: County Management

Program Contact: Brian Smith

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs: 72044, 72047, 72048

Program Characteristics:
Executive Summary

Purchasing is in charge of buying goods and services for the County. They help other departments get the things they need, like construction services and professional services. They also make sure that the County follows rules when buying things and that it gets the best deal. This includes considering the effects on the economy, society, and the environment.

Program Description

Purchasing ensures that the County buys things in a way that follows the rules and is fair. They also make sure that the County gets the best deal when it buys things. Purchasing has oversight of several thousand contracts and hundreds of millions of dollars awarded each year. They give leadership, provide guidance, and offer training and support for Departmental staff.

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 the County purchases products and services 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 report annually 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 helps the County reach its goals for being environmentally friendly. They make sure that companies the County buys things from are also trying to be environmentally friendly. They include this as part of their evaluation when deciding who to give contracts to. All the staff in Purchasing work together to make sure that the County buys things in a way that is good for the environment. They also help teach and support other County staff in doing the same.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of contracts awarded to COBID Certified and Oregon Forward (QRF) businesses	12%	8%	10%	8%
Outcome	Number of service tickets processed in support of Multco Marketplace (MMP)	409	N/A	400	400
Output	Number of formal RFP and Bid solicitations issued	70	80	79	82
Output	Number of contracts and amendments processed	1,282	1,000	1,240	1,100

Performance Measures Descriptions

Added: Number of service tickets in MMP reflects the intensity of direct technical support provided to keep the County's Purchasing software operational. Removed: Minimizing the number of sustained protests. We haven't had one in many years so this measure is not as illustrative to the overall activity of Central Purchasing.

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	2023	2023	2024	2024
Personnel	\$3,249,190	\$0	\$3,503,051	\$0
Contractual Services	\$11,146	\$0	\$11,646	\$0
Materials & Supplies	\$139,872	\$0	\$140,032	\$0
Total GF/non-GF	\$3,400,208	\$0	\$3,654,729	\$0
Program Total:	\$3,400,208		\$3,654,729	
Program FTE	20.50	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 2023: 72005A FRM Purchasing

Department: County Management

Program Contact: Brian Smith

Program Offer Type: New

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

This program will take consultant recommendations around contract redesign and process improvement and build a project implementation plan. The program will develop a countywide contracts administration program. The program will add two new positions, a Procurement Director and a Project Manager and include funds to continue working with the consultant to complete the next phase.

Program Description

In FY 2023 a contracted consultant performed an assessment of the County's procurement and contracting functions to identify areas of recommended improvements. The assessment was performed in the fourth quarter of 2022 and involved a broad assessment of County processes and stakeholders. Preliminary recommendations were provided, and include these potential areas to be addressed:

- Define, document and implement a contract management model
- Develop and publish a Contract Management Guide
- Update policies and procedures to reflect adopted contract management authority, organization and model
- Update contract administration practices to include: review contracting, risk management and compliance requirements further, especially for Community Based Organizations (CBO)
- Improve procurement planning practices to enhance the sourcing spreadsheet/tracker to make it more versatile
- Define, document and implement a procurement and contract management training model

This program will take consultant recommendations and develop a multi-year implementation plan focused on improving contract management and administration. Though the exact scope will be developed, the program will build a contracts administration unit that will provide standardized processes for monitoring County contracts. An on-going Procurement Director with a countywide focus, as well as an ongoing Project Manager and continued limited scope consultation support will provide the capacity needed to implement the program. The project team will develop a plan, prioritize recommendations, develop timeline, develop training, policy, and resourcing assessment plan, and provide communication plan

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Develop Implementation Plan from consultant recommendations	N/A	N/A	N/A	1
Outcome	Percentage of managers with a shared understanding of contract management roles and responsibilities	N/A	N/A	N/A	100%
Output	Contract management model appropriate to the County's range of contracts	N/A	N/A	N/A	1

Performance Measures Descriptions

During this first year of the effort, it will be important to develop the longer, multi-year implementation plan as our roadmap. As an early activity, significant effort will be spent developing the contract management model that is sufficient to cover the variety of types of contracts into which the County enters, e.g. goods, human services, construction. The model developed will provide County contract managers with a cohesive centralized approach to policies, procedures and training, supporting a predominantly decentralized implementation by departments.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$452,411	\$0
Contractual Services	\$0	\$0	\$60,000	\$0
Materials & Supplies	\$0	\$0	\$20,000	\$0
Total GF/non-GF	\$0	\$0	\$532,411	\$0
Program Total:	\$0		\$532,411	
Program FTE	0.00	0.00	2.00	0.00

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

Explanation of Revenues

Program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was:

Department: County Management **Program Contact:** Michelle Cross
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs: 72009
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. The P&LRP section also develops and oversees Countywide risk policies that align regulatory requirements and insurance industry best practices with our internal workforce strategic equity plan.

Program Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of policies for insured risks and statutory bond purchased/renewed*	18	21	18	18
Outcome	Resolve and optimize reimbursement for insured loss**	N/A	1	0	1
Quality	Administrative Procedures updated to reflect current rule or business practice	N/A	N/A	N/A	3

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.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$423,112	\$0	\$536,043
Contractual Services	\$0	\$304,975	\$0	\$302,582
Materials & Supplies	\$0	\$5,648,705	\$0	\$6,351,660
Total GF/non-GF	\$0	\$6,376,792	\$0	\$7,190,285
Program Total:	\$6,376,792		\$7,190,285	
Program FTE	0.00	2.50	0.00	3.00

Program Revenues				
Other / Miscellaneous	\$0	\$7,040,126	\$0	\$7,190,285
Total Revenue	\$0	\$7,040,126	\$0	\$7,190,285

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 third party liability claims and court ordered restitution for property damage. Established procedures allocate monies received back to the dept/cost center incurring the financial loss, minus internal deductibles when applicable.

Significant Program Changes

Last Year this program was: FY 2023: 72006 FRM Property & Liability Risk Management

0.50 FTE moved from program 72009 FRM Workers Compensation/Safety & Health to program 72006 FRM Property & Liability Risk Management, to reflect the work performed for both programs. FTE change is net neutral.

Department: County Management **Program Contact:** Bethany Bilyeu
Program Offer Type: Existing **Program Offer Stage:** 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 Description

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 suppliers (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, and all employees receive notification of their payslip through Employee Self Service.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average number of payments issued per period*	7,641	7,600	7,600	7,600
Outcome	Percent issued without error*	99%	99%	99%	99%
Output	Percent of employees participating in Deferred Comp**	64%	68%	65%	66%

Performance Measures Descriptions

*Number of payments per pay period exceeds the number of employees due to many employees having multiple direct deposits. Payroll has consistently maintained a high level of system accuracy (99%).

**The percent of employees participating in the deferred compensation plan will measure the effectiveness and quality of the educational opportunities offered. The national average for participation is 45%.

Legal / Contractual Obligation

Wage payments are mandated by Federal & State wage and hour laws, union contracts, and Multnomah County Personnel Rules. Withholding and remitting employment taxes is mandated by the Internal Revenue Service, the Oregon Dept of Revenue and other state tax agencies. 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	2023	2023	2024	2024
Personnel	\$1,147,640	\$0	\$1,210,489	\$0
Contractual Services	\$86,355	\$0	\$193,923	\$0
Materials & Supplies	\$23,693	\$0	\$22,468	\$0
Total GF/non-GF	\$1,257,688	\$0	\$1,426,880	\$0
Program Total:	\$1,257,688		\$1,426,880	
Program FTE	7.40	0.00	7.40	0.00

Program Revenues				
Other / Miscellaneous	\$208,053	\$0	\$210,000	\$0
Beginning Working Capital	\$35,000	\$0	\$140,000	\$0
Total Revenue	\$243,053	\$0	\$350,000	\$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 (currently 3 basis points) enables the County to offer the program to employees at no cost to the County.

Significant Program Changes

Last Year this program was: FY 2023: 72007 FRM Payroll/Retirement Services

Department: County Management

Program Contact: Eric Arellano

Program Offer Type: Existing

Program Offer Stage: 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 Description

Treasury invests the County's financial assets to ensure that funds are available to meet anticipated cash flow needs. Investment earnings are measured against specific benchmarks outlined in the Investment Policy. Treasury complies with all applicable laws, policies and best practices in the management of County funds.

Treasury supports the 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 26% 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Compliance with Investment Policy*	1	1	1	1
Outcome	Tax Returns Filed-Motor Vehicle and Transient Lodging**	2,740	3,030	2,735	2,850
Outcome	Ensure County's Cash Flow Needs are Met***	1	1	1	1
Output	Number of Active Business Accounts in County****	192,400	186,700	194,000	194,200

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	2023	2023	2024	2024
Personnel	\$637,633	\$0	\$653,223	\$0
Contractual Services	\$2,904,561	\$0	\$3,036,542	\$0
Materials & Supplies	\$14,430	\$0	\$16,105	\$0
Total GF/non-GF	\$3,556,624	\$0	\$3,705,870	\$0
Program Total:	\$3,556,624		\$3,705,870	
Program FTE	4.00	0.00	4.00	0.00

Program Revenues				
Interest	\$120,000	\$0	\$160,000	\$0
Service Charges	\$145,281	\$0	\$167,780	\$0
Total Revenue	\$265,281	\$0	\$327,780	\$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 2023: 72008A FRM Treasury and Tax Administration

Department: County Management

Program Contact: Eric Arellano

Program Offer Type: New

Program Offer Stage: Adopted

Related Programs: 72008A

Program Characteristics: One-Time-Only Request

Executive Summary

Finance & Risk Management (FRM) Motor Vehicle Tax Program focuses on the administration and enforcement of the Motor Vehicle Rental Tax (MVRT) charged on the rental of cars and light trucks within the County. The program also addresses possible code changes being considered to generate additional revenue for the General Fund.

Program Description

The 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. The Treasury staff currently collects and records tax collections. This program will provide additional audit capacity, tax code enforcement, and will focus on identifying taxpayers who potentially should be paying the tax. The program will also enhance collection methods, tax forms, tax guidance materials, and provide enhanced support to taxpayers. This program funds a limited duration Senior Finance Specialist dedicated to the Motor Vehicle Rental Tax. Factors like revenue generation, reduction in noncompliance, reduction in audits and reduction in delinquency will be assessed to determine the effectiveness of this position prior to submitting a proposal for FY 2025 ongoing funding.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Delinquent accounts discovered and collected through audit	N/A	5	3	5
Outcome	Recover costs of program with new, ongoing revenue	N/A	100%	N/A	100%
Output	Provide enhanced tax guidance materials and direct taxpayer support*	N/A	N/A	N/A	1

Performance Measures Descriptions

*1=achieved; 0=not achieved. There are no FY 2023 performance measure estimates because the position was filled in December 2022. We do not yet have enough data to ascertain the effectiveness of the role.

Legal / Contractual Obligation

Oregon Revised Statutes ORS 294 and 295 (primarily ORS 294.035), Multnomah County Code Chapter 12 (BIT) and Chapter 11.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$159,527	\$0	\$160,884	\$0
Materials & Supplies	\$15,473	\$0	\$14,116	\$0
Total GF/non-GF	\$175,000	\$0	\$175,000	\$0
Program Total:	\$175,000		\$175,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$175,000	\$0	\$0	\$0
Total Revenue	\$175,000	\$0	\$0	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72008B FRM Motor Vehicle Tax

Department: County Management **Program Contact:** Michelle Cross
Program Offer Type: Existing **Program Offer Stage:** 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. The Safety and Health section also develops and oversees County-wide occupational safety and health policies that align regulatory requirements with our internal workforce strategic equity plan.

Program Description

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 incorporates safety, trust, and belonging values in all communication and program implementation. Through an equity lens, the Safety and Health staff consult with County departments to assist them in providing a safe environment, safety for both employees and the public. Staff help to identify and abate deficiencies related to occupational safety and health regulations with an inclusive and equitable manner. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Telework ergonomic support	N/A	65	20	25
Outcome	OR-OSHA complaint responses closed without inspection follow-up initiated by OR-OSHA	6	15	10	8
Quality	Administrative Procedures updated to reflect current rule or business practice	N/A	N/A	3	5

Performance Measures Descriptions

Telework ergonomic support counts the number of consultations completed. OR-OSHA complaint measures our ability to adequately respond to complaints and ensure appropriate remedial measures are in place to ensure safety and health and thus not requiring a follow up inspection. Updates to Administrative Procedures ensure the County stays current on best safety and health practices.

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	2023	2023	2024	2024
Personnel	\$0	\$1,311,504	\$0	\$1,352,153
Contractual Services	\$0	\$513,150	\$0	\$508,190
Materials & Supplies	\$0	\$2,619,429	\$0	\$3,469,719
Total GF/non-GF	\$0	\$4,444,083	\$0	\$5,330,062
Program Total:	\$4,444,083		\$5,330,062	
Program FTE	0.00	8.00	0.00	7.50

Program Revenues				
Other / Miscellaneous	\$0	\$4,380,749	\$0	\$5,330,062
Total Revenue	\$0	\$4,380,749	\$0	\$5,330,062

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 2023: 72009 FRM Worker's Compensation/Safety & Health

0.50 FTE moved from program 72009 FRM Workers Compensation/Safety & Health to program 72006 FRM Property & Liability Risk Management, to reflect the work performed for both programs. FTE change is net neutral

Department: County Management

Program Contact: Eric Arellano

Program Offer Type: Existing

Program Offer Stage: 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 Description

This program's primary purpose is to provide funding to Metro to maintain and operate community parks which in turn build local communities and provide for recreational opportunities. The program's resources 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 users.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Contractual Services	\$0	\$40,000	\$0	\$40,000
Total GF/non-GF	\$0	\$40,000	\$0	\$40,000
Program Total:	\$40,000		\$40,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$40,000	\$0	\$40,000
Total Revenue	\$0	\$40,000	\$0	\$40,000

Explanation of Revenues

Revenues represent Multnomah County's share of State Marine Fuel Tax.

Significant Program Changes

Last Year this program was: FY 2023: 72010 FRM Recreation Fund Payment to Metro

Department: County Management

Program Contact: Cora Bell

Program Offer Type: Existing

Program Offer Stage: 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 analysis of 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 Description

Fiscal Compliance performs annual fiscal monitoring for all Community Based Organizations (CBO) 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 entity's financial health. In the most recent year, Fiscal Compliance performed 59 risk assessments and performed 24 site reviews covering \$10.8 million in federal expenditures. The performed oversight helps department programmatic staff with transparency into fiscal assessments by ensuring subrecipients are compliant with fiscal 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 and 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total risk assessments performed on County contracts receiving Federal funds	59	50	65	60
Outcome	Percent of total County pass-through dollars actively monitored by Fiscal Compliance	99%	85%	95%	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	2023	2023	2024	2024
Personnel	\$459,778	\$0	\$485,668	\$0
Materials & Supplies	\$3,380	\$0	\$3,380	\$0
Total GF/non-GF	\$463,158	\$0	\$489,048	\$0
Program Total:	\$463,158		\$489,048	
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 2023: 72012 FRM Fiscal Compliance

Department: County Management **Program Contact:** Alison Sachet
Program Offer Type: Support **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

The Evaluation and Research Unit (ERU) provides research about workforce equity, employees' experiences, and evaluates programs both countywide and within the Department of County Management. The ERU centers equity by collaborating with diverse employee stakeholders across the county. The goal of this work is to ensure that County employees have the resources, support, and environment that they need to thrive as they do the important work of serving the community.

Program Description

In FY 2023, the Evaluation and Research Unit (ERU) performed projects to measure:

- Whether employees are paid equitably, regardless of their gender, race, age, or other protected characteristics
- How trends in hiring, promotions, and separations differ by demographics (e.g., race and ethnicity, gender)
- How employees experience their work climate, belonging, job satisfaction, relationships with supervisors and coworkers, communication, the County's equity efforts, and how employees' identities impact their experiences at work

The ERU consults employees across the County, ensuring that surveys, data collection, and other small research projects are performed with integrity and lead to actionable findings. The ERU also helps support a community of County employees who are interested in data to encourage a culture of collaboration and learning across the County's research and evaluation professionals.

The ERU plans to continue this work in FY 2024 and will build on it by working towards greater stakeholder engagement in their work in ways that model people-centered research, practices, processes, and methods that embody principles of equity, safety, trust, and belonging. For example, the ERU plans to convene an Advisory Group, which will be composed of members of Employee Resource Groups and Department Equity Committees, to guide and advise projects to ensure that employees' voices are centered in the work.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of consults performed and reports, presentations, and/or dashboards issued	184	150	150	150
Outcome	Response rate to the Countywide Employee Survey	61%	55%	61%	62%
Output	Number of stakeholder engagement activities	34	25	25	25
Outcome	Percent of county employees stating that they feel like they belong at the county	72%	68%	72%	74%

Performance Measures Descriptions

Measure 1 included 125 pay equity consults in FY 2022. Pay equity consults have transitioned to Classification and Compensation, so we do not anticipate as many in FY 2023 or FY 2024. Measures 2 and 4 for FY 2022 Actual and FY 2023 Estimate are from the 2021 Countywide Employee Survey, done every two years. Engagement activities are to ensure input from diverse stakeholders, including listening sessions and meetings with advisory groups.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$548,858	\$0	\$568,299	\$0
Materials & Supplies	\$28,512	\$0	\$28,272	\$0
Internal Services	\$823	\$0	\$1,508	\$0
Total GF/non-GF	\$578,193	\$0	\$598,079	\$0
Program Total:	\$578,193		\$598,079	
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 2023: 72014 Evaluation and Research Unit

Department: County Management

Program Contact: Travis Graves

Program Offer Type: Support

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Department of County Management (DCM) Business Services Program provides quality business services to the Department to ensure fiscal strength, accountability and integrity, exercising strong stewardship through 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 Description

The 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 DCM leadership and 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 revenues and funds. Business Services monitors departmental spending to ensure it is within approved budget limits.

Business Services is responsible for grant accounting, accounts receivable, accounts payable, travel and training coordination, employee reimbursements, procurement card management, general accounting and administrative support, procurement of goods and services in support of DCM operations, and for countywide contracts and Intergovernmental Agreements. The contracts team provides consultation, procurement and contract development, negotiation, risk assessment and management, supplier management, ongoing contract administration, and participates in countywide strategic sourcing initiatives. The program ensures compliance with applicable financial policies, generally accepted accounting principles, governmental accounting standards and practices, and contract & procurement rules and laws. The team collaborates with stakeholders to review and provide input on Administrative Procedures, policies, business processes and the implementation of best practices; and participates in countywide groups including Financial Management Forum, Fin Champs, Purchasing Advisory Council, Purchasing Leaders Group, National Institute for Governmental Purchasing (NIGP), Enterprise Resource Planning (ERP) Governance Group, Strategic Sourcing Council, Employee Resource Groups (ERG), and DCM's Workforce Equity Strategic Planning Committees.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	# of Accounts Receivable Transactions processed	1,175	1,000	1,130	1,150
Outcome	Travel/training arrangements completed accurately, timely, equitably and successfully meet traveler needs	100%	100%	100%	100%
Outcome	Contract Cycle Time - number of days from draft to executed contract	31+ days	30 days	31+ days	30 days
Outcome	% of Accounts Payable invoices paid on time within standard Net 30 days	96%	98%	98%	98%

Performance Measures Descriptions

Outcome measures demonstrate adequate controls and processes are in place to ensure compliance with county policies and practices. Accounts Receivable transactions fluctuate annually; contract cycle time reflects the number of days from initiating in Multco Marketplace (MMP) to execution of the contract, with a goal of 30 days. Number and complexity of contracts varies year over year depending on the renewal cycle of the contracts portfolio.

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 that utilize 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	2023	2023	2024	2024
Personnel	\$1,265,308	\$0	\$1,373,308	\$0
Materials & Supplies	\$26,087	\$0	\$24,227	\$0
Internal Services	\$139,255	\$0	\$155,409	\$0
Total GF/non-GF	\$1,430,650	\$0	\$1,552,944	\$0
Program Total:	\$1,430,650		\$1,552,944	
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 2023: 72015A DCM Business Services

The Business Services Program continues to adapt and successfully implement effective business processes for a hybrid work environment.

Department: County Management

Program Contact: Travis Brown

Program Offer Type: Administration

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

Central Human Resources (HR) Administration is the administrative program that oversees and supports the work units that make up the Central HR Division. The Chief Human Resources Officer strategically leads and partners with department HR units to guide consistent, equitable, efficient, and cost effective HR practices across the organization. The Central HR Division consists of several work units each having stand-alone program offers.

Program Description

Central HR Administration is made up of the office of the Chief Human Resources Officer (CHRO), and the administrative team that provides support to the CHRO and Central Human Resources Division programs. The CHRO directly oversees the following programs: Employee Benefits and Wellness, Classification and Compensation, Labor Relations, Organizational Learning, Organizational Change, Talent Acquisition, and Workday Human Capital Management as well as countywide communications on HR related topics, Workforce Equity, etc. There is an indirect leadership relationship between the CHRO and the HR Managers/Directors at each department.

The CHRO sets direction, determines policy, develops business processes, and builds relationships to develop and sustain a diverse, inclusive, equitable and talented workforce necessary to successfully provide a variety of services to our community. The CHRO focuses on communicating with and seeking feedback from internal stakeholders (elected and department leadership, employee resource groups, HR partners, labor unions, etc.), and engaging in collaborative problem solving to guide and deliver on the division's long-term plan. The CHRO is the primary liaison to elected and departmental 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. The CHRO oversees countywide program integration and performance measurement; leads HR technology development and process automation; provides budget and financial management; and ensures compliance with federal, state, local laws, rules, regulations and labor agreements.

The administrative team in Central HR Administration: coordinates the Countywide Employee Recognition programs including Years of Service (except MCSO-has own program), and Employee Awards; coordinates response to unemployment claims; processes countywide transfer requests and lists; distributes regular announcements to community partners regarding job openings; as well as general office administration and management for the CHRO and the division.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of countywide job applications received	16,808	20,000	18,000	20,000
Outcome	Percentage of employees indicating that they are fully engaged in their jobs	83%	85%	83%	85%
Output	Number of employees celebrated for reaching milestone years-of-service anniversaries	774	650	709	650
Outcome	Percentage of employees reaching milestone anniversaries who identify as employees of color.	N/A	N/A	N/A	36%

Performance Measures Descriptions

Output 1: Job application count reflects the desirability of Multnomah County as an employer, as impacted by policy direction. Outcome 2: 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: Countywide milestone anniversary programs reflect employee retention and job satisfaction; Outcome 4: (new) Employee demographics reflect our Diversity, Equity and Inclusion efforts toward employee retention.

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	2023	2023	2024	2024
Personnel	\$492,569	\$0	\$513,282	\$0
Contractual Services	\$55,806	\$0	\$36,524	\$0
Materials & Supplies	\$47,130	\$0	\$47,141	\$0
Internal Services	\$566,340	\$0	\$411,210	\$0
Total GF/non-GF	\$1,161,845	\$0	\$1,008,157	\$0
Program Total:	\$1,161,845		\$1,008,157	
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 2023: 72016A Central HR Administration

Department: County Management

Program Contact: Chris Lenn

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

Central Human Resources (CHR) Services provides key programming and services to support employees throughout their careers. CHR Services furthers Multnomah County's ability to attract, train, and retain a diverse, high performing, and supported workforce by advancing best practices in workforce equity, recruitment, onboarding, learning and professional development, leadership development, conflict resolution, performance planning and review, and career pathways. Through collaboration and partnership, CHR Services enables Multnomah County to fulfill and advance countywide recommendations from strategic plans and employee feedback trends.

Program Description

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, new employee experience, 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, 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 project and change management focuses on countywide 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. Dedicated internal communications resources provide employees timely and accessible information on county management policies and resources relevant to employee experiences and expectations.

Centralized performance planning, coordination of departmental orientation and onboarding efforts, 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Participation in learning courses, orientations, community of practice presentations. or service requests	2,297	2,500	2,275	2,500
Outcome	Percent of Performance Reviews completed in the Year End phase	83%	90%	95%	90%
Output	Employees trained on effective interview panel and selection skills	105	200	160	200
Output	Number of College to County Mentees placements	54	50	60	60

Performance Measures Descriptions

Output/Outcome measures align with key performance goals of the Workforce Equity Strategic Plan. Participant learning outputs are intended to capture knowledge transfer and support of professional development which both align with the organizational commitment to becoming a learning organization. Continued impacts of COVID, plan for relaunching training was delayed and therefore enrollment was less than anticipated in some areas.

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	2023	2023	2024	2024
Personnel	\$2,668,789	\$0	\$2,816,129	\$0
Contractual Services	\$104,203	\$0	\$104,203	\$0
Materials & Supplies	\$68,360	\$0	\$58,105	\$0
Internal Services	\$171,738	\$0	\$77,717	\$0
Total GF/non-GF	\$3,013,090	\$0	\$3,056,154	\$0
Program Total:	\$3,013,090		\$3,056,154	
Program FTE	14.00	0.00	14.00	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 2023: 72017A Central HR Services

Department: County Management

Program Contact: Chris Lenn

Program Offer Type: New

Program Offer Stage: Adopted

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

Executive Summary

This program will continue the pilot of the Recruiter Training & Capacity Building Program that lives under the Talent Acquisition portfolio in Central Human Resources. The goal of this program is to minimize impacts to County operations due to unfilled positions by developing a bench of recruitment talent that furthers the initiatives of the Workforce Equity Strategic Plan (WESP). These roles will fill in the recruitment gaps to support the outstanding vacancy needs countywide - supplementing the departmental HR recruitment efforts in order to efficiently fill positions while operationalizing equity-informed best practices.

Program Description

This program enhances the services provided by Talent Acquisition in Central Human Resources. This offer provides one time only funds for three (3) Limited Duration (LDA) Human Resources Analyst 2 positions. This program will provide training and hands-on experience as a Recruiter in efforts to increase countywide recruitment capacity in times of high vacancies.

The LDA positions will take on recruitments that departments have on hold due to departmental Recruiter capacity. As of January 31, 2023, countywide there are only 405 active departmental ran recruitments compared to the 731 vacant positions (in the same time frame, there are an additional 26 recruitments led by this program). In the first 6 months of our program, the LDAs have led recruitments in Health, MCSO, DCJ, DCS, DCA & DCM. These roles help close the gap between vacancies and recruitment - which in turn will alleviate operational and employee morale issues.

This program will provide training to ensure new, as well as existing, recruiters are trained in the complexities of the civil service recruitment process while focused on applying best practices that support our WESP initiatives. This includes how to develop diverse applicant pools, how implicit and structural biases show up throughout the recruitment process, and mitigation strategies for both. Participants will be able to gain hands-on experience that operationalizes inclusive recruitment best practices needed to step into a vacant recruiter position in the future (building a bench of highly qualified talent) as well as increase a department's recruitment capacity in times of high vacancies.

In addition, to promote job postings, increase applicant pools and engage with passive candidates, this program includes a professional LinkedIn Recruiter License. This license allows the County to highlight and sponsor job postings so that County jobs can show up at the top of a search conducted by candidates and allow recruiters to search for and connect with potential candidates based on details listed on their profile.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of recruitments led and managed by Talent Acquisition Analysts/Recruiters	N/A	80	112	80
Outcome	Percent of recruitments led by the Talent Acquisition Analysts that result in a hire	N/A	90%	70%	90%
Output	Total number of training hours offered on equity informed recruitment & selection practices	N/A	40	50	40

Performance Measures Descriptions

Output: These roles will supplement departmental recruitment efforts to fill vacant positions. The timing of if/when recruiters in our pilot get hired by a department will impact this performance measure. Outcome: A successful recruitment is one that ends in hire (either by an internal or external candidate). Output: Dedicated training hours for new and existing recruiters on equity informed recruitment and selection practices on topics such as writing job announcements, interview best practices, bias mitigation strategies, outreach, and screening for minimum qualifications.

Legal / Contractual Obligation

Federal, state, local laws, rules, and regulations covering Civil Service recruitment processing, Veterans Preference, discrimination, American with Disabilities Act and other hiring related issues. Labor agreements necessitate contract compliance regarding transfer rights, rates of pay, hours of work, and other matters pertaining to employment.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$605,996	\$0	\$494,445	\$0
Materials & Supplies	\$16,004	\$0	\$17,055	\$0
Total GF/non-GF	\$622,000	\$0	\$511,500	\$0
Program Total:	\$622,000		\$511,500	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72017B Recruiter Training & Capacity Building

FY 2023 program funded four limited duration positions. FY 2024 program funds three limited duration positions.

Department: County Management

Program Contact: Travis Brown

Program Offer Type: New

Program Offer Stage: Adopted

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

Executive Summary

Electronic file management of employee personnel and recruitment files supports the efficiency and security of County records. With the increased movement of Human Resources (HR) staff to telework and reductions in departmental space for storage, centrally based electronic personnel and recruitment files will enable HR teams to keep records updated and transfer these records more efficiently and securely.

Program Description

This one-time-only offer designates a core project team to design the transition from paper personnel and recruitment files to an electronic file system management. This will entail a review of current personnel and administrative rules that dictate how and where files are stored, coordination with HR teams on file management standards, coordination with Records Management on system development and retention, and coordination of departmental HR teams to prepare existing and new files for data entry.

Limitations on staff capacity is a current roadblock to making this transition. This offer will fund one (1) Limited Duration (LDA) HR Analyst Senior as a lead project manager to design the project and change management plan, and one (1) LDA Office Assistant 2 to provide additional administrative departmental support to prepare and transition the files.

Electronic file management of employee personnel and recruitment files supports the efficiency and security of County records. Electronic records are also more secure, require less staff time to maintain, can more easily be archived, require less physical space, and are protected from loss, damage or being destroyed.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Relevant personnel rules updated to reflect electronic management	N/A	N/A	N/A	1
Outcome	Percent of departments initiating file conversion	N/A	N/A	N/A	40%

Performance Measures Descriptions

Output: We will update all relevant personnel rules to reflect the new electronic management system. Outcome: We expect 40% of county departments will initiate electronic file conversion by the end of FY 2024.

Legal / Contractual Obligation

Oregon Administrative Rules chapter 166 details an employer's obligation to create and maintain personnel records based on various circumstances. These records include Affirmative Action, Benefits Continuation, Collective Bargaining, Comparable Worth Study, Criminal Background Check, Drug Testing, Employee Benefits, Employee Medical Records, Individual Employee Work History, Employee Suggestion Awards, Employee Training, and a host of others. This system will allow the county to create, maintain, recall, and destroy records in accordance with OAR's retention schedules.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$284,422	\$0
Materials & Supplies	\$0	\$0	\$5,578	\$0
Total GF/non-GF	\$0	\$0	\$290,000	\$0
Program Total:	\$0		\$290,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is funded by one-time-only General Fund revenues.

Significant Program Changes

Last Year this program was:

Department: County Management

Program Contact: Travis Brown

Program Offer Type: Existing

Program Offer Stage: 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 13 labor contracts, representing 86% of the County workforce, and the Personnel Rules (work rules) that apply to all 100%.

Program Description

Collective Bargaining Agreement (CBA) negotiation and interpretation present the front line of interaction with our employees' Labor Unions. As a result of the COVID-19 pandemic, we will continue to see an unusual number of collective bargaining agreements come up for successor negotiations at the same time.

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 (DEI) dynamics into its work negotiating and interpreting/applying labor contracts, and various CBA impacts on employees in historically disadvantaged groups.

Key functions of Labor Relations:

- Lead collective bargaining activities, including contract negotiations, interim negotiations, labor contract administration and interpretation.
- Guide development of employee relations programs to create and promote a positive organizational culture, and advocate for fair, respectful treatment of employees.
- Provide internal expertise for dispute resolution, grievance handling, and cooperative problem solving.
 - Maintain and develop Personnel Rules; ensure consistent application of CBAs, Personnel Rules, discipline policies, and; administer the County's drug and alcohol testing process.
- Coordinate countywide layoff activities and the merit council appeals process; and
- Ensure 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of labor disputes	121	140	140	145
Outcome	Percentage of labor disputes settled collaboratively.	89%	94%	86%	95%

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

Thirteen 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	2023	2023	2024	2024
Personnel	\$968,946	\$57,752	\$961,692	\$61,122
Contractual Services	\$9,750	\$0	\$9,750	\$0
Materials & Supplies	\$15,308	\$120	\$16,220	\$120
Internal Services	\$29,372	\$1,325	\$23,774	\$157
Total GF/non-GF	\$1,023,376	\$59,197	\$1,011,436	\$61,399
Program Total:	\$1,082,573		\$1,072,835	
Program FTE	4.60	0.25	4.35	0.25

Program Revenues				
Other / Miscellaneous	\$0	\$59,197	\$0	\$61,399
Total Revenue	\$0	\$59,197	\$0	\$61,399

Explanation of Revenues

This program is supported primarily by the General Fund with 0.25 FTE of an HR Manager 2 supported by the Risk Fund.

Significant Program Changes

Last Year this program was: FY 2023: 72018A Central HR Labor Relations

Established a Deputy Chief Human Resources Officer position that oversees Labor Relations, Workday Human Capital Management, and Employee Benefits. Shifted 0.25 FTE of the Deputy CHRO position from Central HR Labor Relations (72018) to Employee Benefits and Wellness (72020) in the Risk Fund to account for direct oversight of the Benefits Program.

Department: County Management

Program Contact: Travis Brown

Program Offer Type: Existing

Program Offer Stage: 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 Description

Unemployment benefits are provided through the State of Oregon Employment Department. Multnomah County funds these benefits, as a self-insured employer, with direct payments to the state. The State bills the County quarterly. Former employees, or employees who have had their hours reduced, submit claims to the State, who then determines eligibility and benefit amounts. Claimants or the county may file an appeal with the State if they want to contest an eligibility decision. A hearing with an administrative law judge would then be scheduled, at which the county would appear.

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. Employees staffing the program respond to the Oregon Employment Department's claim forms and requests for information in a timely manner, provide accurate and timely monitoring and reporting, and participate in appeal hearings to decrease costs and liability due to ineligible claims. The County does not contest eligible claims. Benefits claim decisions by the state can favor the applicant if our responses are late, data is inaccurate or we fail to respond to a requested clarification.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of employee claims for unemployment.	323	450	266	400
Outcome	Percentage of unemployment claim appeals found in the county's favor.	50%	50%	50%	50%
Output	Number of unemployment appeals.	11	8	22	8

Performance Measures Descriptions

Outputs and Outcomes: Number of claims fluctuates annually depending on budget and layoff impacts. 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	2023	2023	2024	2024
Personnel	\$0	\$40,678	\$0	\$46,847
Contractual Services	\$0	\$150	\$0	\$150
Materials & Supplies	\$0	\$970,993	\$0	\$970,921
Total GF/non-GF	\$0	\$1,011,821	\$0	\$1,017,918
Program Total:	\$1,011,821		\$1,017,918	
Program FTE	0.00	0.15	0.00	0.15

Program Revenues				
Other / Miscellaneous	\$0	\$1,011,821	\$0	\$1,017,918
Total Revenue	\$0	\$1,011,821	\$0	\$1,017,918

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 FY 2024 is \$1,017,918

Significant Program Changes

Last Year this program was: FY 2023: 72019 Central HR Unemployment

Department: County Management

Program Contact: Travis Brown

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

The County's Benefit programs provide comprehensive health and financial security options to help over 13,000 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 Description

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 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Medical plan annual member count.	12,835	12,500	12,872	13,100
Outcome	Participation in county wellness programs.	13,962	7,000	13,000	13,000
Efficiency	County's annual benefits cost change per employee.	5.75%	5%	6%	5.1%

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	2023	2023	2024	2024
Personnel	\$0	\$3,321,205	\$0	\$3,694,734
Contractual Services	\$0	\$1,808,770	\$0	\$2,099,597
Materials & Supplies	\$0	\$146,506,902	\$0	\$150,298,354
Internal Services	\$0	\$372,527	\$0	\$347,307
Total GF/non-GF	\$0	\$152,009,404	\$0	\$156,439,992
Program Total:	\$152,009,404		\$156,439,992	
Program FTE	0.00	13.37	0.00	13.62

Program Revenues				
Other / Miscellaneous	\$0	\$143,386,675	\$0	\$154,414,991
Service Charges	\$0	\$25,000	\$0	\$25,000
Total Revenue	\$0	\$143,411,675	\$0	\$154,439,991

Explanation of Revenues

Sources of revenue are: departmental contributions for health plan coverage (\$121,220,386 Actives/\$10,680,843 Retirees), Short and Long Term Disability and Life Insurance (\$3,063,843); benefit administration charge (\$5,180,878), employee payroll deductions (both pre- and post- tax) for benefit plan participation (\$6,748,058), premium payments from retirees and COBRA participants (\$5,180,879), and operational refunds, forfeitures, rebates, performance guarantee penalties from vendors (\$1,010,000), space rentals (\$25,000).

Significant Program Changes

Last Year this program was: FY 2023: 72020 Central HR Employee Benefits & Wellness

All employee benefit vendors have been converted to an electronic interface for live enrollment transfers which enhance the County employees experience. Benefits staffing has been enhanced with the skill level to inherit functions previously performed by outside consultants for a significant savings. Established a Deputy Chief Human Resources Officer position that oversees Labor Relations, Workday Human Capital Management, and Employee Benefits. Shifted 0.25 FTE of the Deputy CHRO position from Central HR Labor Relations (72018) to Employee Benefits and Wellness (72020) to account for direct oversight of the Benefits Program.

Department: County Management

Program Contact: Travis Brown

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

Human Resources (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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of resolved department HR and user issues as identified in ServiceNow.	2,769	2760	5,538	3,046
Outcome	Percentage of Workday new release functionality implemented in support of improved HR operations.	60%	95%	75%	95%
Efficiency	Business processes initiated through employee and manager self service.	128,251	75,000	75,000	75,000
Output	Number of learning support sessions provided to Human Resources support teams.	18	10	36	20

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	2023	2023	2024	2024
Personnel	\$1,951,400	\$0	\$2,097,435	\$0
Contractual Services	\$14,387	\$0	\$0	\$0
Materials & Supplies	\$77,702	\$0	\$49,783	\$0
Internal Services	\$111,792	\$0	\$128,143	\$0
Total GF/non-GF	\$2,155,281	\$0	\$2,275,361	\$0
Program Total:	\$2,155,281		\$2,275,361	
Program FTE	10.00	0.00	10.00	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 2023: 72022A Workday Support - Central Human Resources

Department: County Management **Program Contact:** Jeffrey Brown
Program Offer Type: Administration **Program Offer Stage:** 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 as well as employee development and performance management.

Program Description

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 approximately 315,000 real and personal property accounts, as well as capturing and calculating taxable value events as outlined in ORS 308.146, which increases total Assessed Value of taxing districts. DART’s duties as the Tax Collector entails billing, collections, and distribution of more than 2 billion dollars in property taxes. Our County Clerk responsibilities consist of document recording, providing marriage licenses, 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; quality control, program measurement, evaluation, and process improvements; administrative support, communications, including news media, as well as 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 the Oregon Department of Revenue Administrative Rules. It also monitors division activities and processes for equitable and inclusive practices, statutory compliance, as well as submission of the required compliance reports to the Oregon Department of Revenue. This program also ensures the timely collection of property taxes, maintains accurate and 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 the public and internal clients while making certain every function is reviewed to ensure that no service the division provides is impacting anyone we serve in an unfair, inequitable or non-inclusive manner.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total Number of Property Tax Accounts Administered	309,900	311,000	315,000	315,000
Outcome	Percent Acceptable Compliance Reports Required by Oregon Department of Revenue	100	100	100	100

Performance Measures Descriptions

The percent of required compliance reports received and accepted by the Department of Revenue (CAFFA Grant Document, Appraisal Plan, Sales Ratio Study) implies adequacy of DART operations and uniform taxation. Performance measures have been revised for FY 2024 to better reflect performance for legally mandated work of the County Assessor's Office.

Legal / Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305-312 and 321. 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 staffing. Per DOR's metric, DART's staffing is at the lower end of adequate to perform statutory functions. Reductions to the program may jeopardize not only grant revenue but the ability to adequately perform statutorily mandated functions.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$550,817	\$0	\$589,854	\$0
Contractual Services	\$6,700	\$0	\$6,700	\$0
Materials & Supplies	\$49,119	\$0	\$49,893	\$0
Internal Services	\$148,311	\$0	\$329,248	\$0
Total GF/non-GF	\$754,947	\$0	\$975,695	\$0
Program Total:	\$754,947		\$975,695	
Program FTE	2.40	0.00	2.40	0.00

Program Revenues				
Fees, Permits & Charges	\$80,000	\$0	\$75,000	\$0
Intergovernmental	\$83,448	\$0	\$55,955	\$0
Total Revenue	\$163,448	\$0	\$130,955	\$0

Explanation of Revenues

DOR's County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% 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 \$2,716,250, with \$55,955 allocated to DART Administration (72023). General Fund Revenue of \$75,000 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 2023: 72023 Div of Assessment, Recording & Taxation Administration

Department: County Management

Program Contact: Tim Mercer

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

The DART Property Tax & Ownership Program, within the Division of Assessment, Recording, and Taxation (DART), is responsible for making real property ownership changes, maintaining property information, and providing virtual and in person assistance with questions regarding and the acceptance of property tax payments. Program staff provide direct customer service for both the public and internal staff.

Program Description

The Property Tax and Ownership team, within DART, is responsible for accepting property tax payments that are guided by state statutes. The team reaches out with marketing campaigns regarding tax due dates and information on how to pay. The team also provides the use of drop boxes for property tax payments throughout the county that are operational around the November property tax payment due date annually in order for the community to not have to travel to the Multnomah building in order to pay in person. The department also continues to further improve online payment options.

The team updates and maintains the ownership records and property information for real property tax accounts. Accurate ownership information is essential for DART programs to ensure that tax statements and various notices are sent to the correct party. 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.

The Program teams interface with the public through the organization's soft phone system, at the public counter, through mail, and by email. The team also maintains a Digital Research Room for the public to access records through a database.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of counter transactions	36,540	35,000	44,000	9,500
Outcome	Average number of transactions per cashier	3,654	3,500	4,400	1,900
Output	Number of ownership changes processed	27,000	30,000	30,000	25,000
Outcome	Average number of days to complete ownership changes	4	4	4	4

Performance Measures Descriptions

"Number of counter transactions" includes statistics from the systems used in this program. The system tracks transactions for tax payments, marriage licenses, domestic partnership registrations, passport applications, and copies of various records. During FY 2023 a restructuring of the customer service teams is taking place, and work is being split among three teams as reflected in the Significant Program Changes. Transactions and service levels are expected to be roughly consistent across FY 2022 - FY 2024. aside from the change in duties with the restructure of the teams.

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	2023	2023	2024	2024
Personnel	\$2,086,408	\$0	\$1,395,622	\$0
Contractual Services	\$2,550	\$0	\$3,300	\$0
Materials & Supplies	\$22,125	\$0	\$23,840	\$0
Internal Services	\$559,912	\$0	\$370,219	\$0
Total GF/non-GF	\$2,670,995	\$0	\$1,792,981	\$0
Program Total:	\$2,670,995		\$1,792,981	
Program FTE	19.05	0.00	11.08	0.00

Program Revenues				
Intergovernmental	\$458,503	\$0	\$257,772	\$0
Total Revenue	\$458,503	\$0	\$257,772	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$2,716,250, with \$257,772 allocated to DART Property Tax & Ownership (72024). Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72024 DART Customer Service

During FY 2023 a structural change was conceptualized and put into place as it was apparent that a significant change was necessary in order to see positive change. The structural change increases the number of supervisors from two to three while breaking two existing teams into three new individual teams. The three corresponding program offers, with each having their own supervisor, are DART Property Tax & Ownership (72024), DART County Clerk Functions (72025), and new DART Passport and Photo ID Program (72058). Ownership and Parcel Management (72026) will no longer be used, and the budget was transferred to the new programs. This will lessen the number of direct reports per supervisor and align program services to budget. This change also focuses on workplace safety, employee morale, and improving services to the community by owning and focusing on specific team tasks.

Department: County Management

Program Contact: Tim Mercer

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Division of Assessment, Recording and Taxation (DART) County Clerk Functions Program consists of recording land related and other legal documents, issuance of Marriage Licenses and Domestic Partnership Registrations, 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 Description

The County Clerk Functions team is responsible for issuing marriage licenses & domestic partnerships; administering the BoPTA program; and recording legal documents. All of these functions are governed by state statutes. Recorded documents include deeds, contracts and assignments and unrecorded documentation, such as marriage records, court orders, and death certificates.

Issuing marriage licenses, and recording and indexing documents make up both vital and essential records under Oregon state law. The documents are maintained for statutory purposes that follow rigorous guidelines to maintain an orderly identification of ownership of property and record of marriages. As a requirement under Oregon law, both must be maintained and archived indefinitely. These teams serve the community in person, through phone, email, and mail.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of marriage licenses issued	7,400	4,900	6,600	6,500
Outcome	% of accurately processed licenses	95%	95%	95%	95%
Output	Number of documents recorded	104,704	160,000	145,000	140,000
Outcome	Average number of business days to return original recorded documents	5	2	5	5

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. Document recording numbers fluctuate as a byproduct of the overall economy and interest rates.

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). ORS 205.320(2) requires dedication of a portion of recording fees to the restricted County Clerk Fund for records storage and retrieval systems.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,336,238	\$0	\$1,247,372	\$0
Contractual Services	\$284,658	\$0	\$161,780	\$0
Materials & Supplies	\$105,804	\$0	\$101,028	\$0
Internal Services	\$206,589	\$0	\$245,164	\$0
Total GF/non-GF	\$1,933,289	\$0	\$1,755,344	\$0
Program Total:	\$1,933,289		\$1,755,344	
Program FTE	12.05	0.00	11.16	0.00

Program Revenues				
Fees, Permits & Charges	\$5,254,500	\$0	\$3,998,750	\$0
Intergovernmental	\$20,939	\$0	\$17,384	\$0
Other / Miscellaneous	\$250,000	\$0	\$250,000	\$0
Beginning Working Capital	\$200,400	\$0	\$141,245	\$0
Total Revenue	\$5,725,839	\$0	\$4,407,379	\$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 \$220,550 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. Document Recording fees \$3,672,000. Recording copy fees \$250,000. County Clerk Restricted Fund Carryover Revenue \$141,245 and Fees \$90,000 pursuant to ORS 205.320(2). Fees for filing a BoPTA Appeal \$16,200. BoPTA also allocated \$17,384 of the \$2,716,250 County Assessment Function Funding Assistance (CAFFA) Grant.

Significant Program Changes

Last Year this program was: FY 2023: 72025 DART County Clerk Functions

During FY 2023 a structural change was conceptualized and put into place as it was apparent that a significant change was necessary in order to see positive change. The structural change increases the number of supervisors from two to three, while breaking two existing teams into three new individual teams. The three corresponding program offers, with each having their own supervisor, are DART Property Tax & Ownership (72024), DART County Clerk Functions (72025), and new DART Passport and Photo ID Program (72058). Ownership and Parcel Management (72026) will no longer be used, and the budget was transferred to the new programs. This will lessen the number of direct reports per supervisor and align program services to budget. This change also focuses on workplace safety, employee morale, and improving services to the community by owning and focusing on specific team tasks.

Department: County Management

Program Contact: Tim Mercer

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Tax Revenue Management Program administers the County Tax Collector responsibilities. The program manages the billing, collecting, 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 is distributed to the County Assessment and Taxation Fund.

Program Description

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 340,000 tax statements are issued and almost 400,000 payment and accounting transactions are processed annually, resulting in the distribution of roughly \$2 billion.

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 roughly 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. The program provides translation services for in-person and phone interactions and has taken additional steps to make information and communication more accessible through the use of plain language, reducing the use of jargon and legal terms. While considerable constraints exist based on Oregon Revised Statutes, the Program utilizes client feedback and unmet needs to inform changes to its processes, communication, and interfaces. Many steps are taken 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 in 2020.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Property Tax Statements Issued/Mailed	343,047	346,000	345,000	346,000
Outcome	Percentage of Current Year Property Taxes Collected	98.66%	98.5%	98.5%	98.5%
Outcome	Tax Collected Via Electronic Payment (in millions of dollars)	343.4	350.0	352.0	350.0

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 in FY 2021 and FY 2022. In FY 2023, that number continues to increase at a slower rate. We expect FY 2024 to potentially level off.

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	2023	2023	2024	2024
Personnel	\$1,678,481	\$0	\$1,767,075	\$0
Contractual Services	\$187,320	\$0	\$186,002	\$0
Materials & Supplies	\$30,253	\$0	\$30,876	\$0
Internal Services	\$523,051	\$0	\$525,661	\$0
Total GF/non-GF	\$2,419,105	\$0	\$2,509,614	\$0
Program Total:	\$2,419,105		\$2,509,614	
Program FTE	13.40	0.00	13.40	0.00

Program Revenues				
Fees, Permits & Charges	\$453,000	\$0	\$400,000	\$0
Intergovernmental	\$329,173	\$0	\$311,826	\$0
Other / Miscellaneous	\$5,500	\$0	\$5,500	\$0
Total Revenue	\$787,673	\$0	\$717,326	\$0

Explanation of Revenues

Participation in the statewide County Assessment Function Funding Assistance (CAFFA) Grant reimburses approximately 12.4% of program expenditures. Grant amounts vary depending upon the statewide CAFFA pool and Multnomah County's allocated percentage. Multnomah County's share is estimated at \$2,716,250, with \$311,826 allocated to DART Tax Revenue Management (72027). Program revenues of \$400,000 and \$5,500 are service fees required by Oregon Revised Statutes and County Fee Ordinance, 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 tax information copy fees. The remaining Program support is provided by County General Fund revenue.

Significant Program Changes

Last Year this program was: FY 2023: 72027 DART Tax Revenue Management

Department: County Management

Program Contact: Larry Steele

Program Offer Type: Existing

Program Offer Stage: 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 Description

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 team's 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.

The community's access to the program has generally transitioned to more flexible, technological, customer focused solutions that provide for safe, effective remote contact. However, in order to fully support the diverse community that we serve, we offer all forms of customer service when requested.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of New Tax Roll Accounts Created	1,068	1,450	961	1,050
Outcome	Number of GIS Mapping Edits per FTE	5,534	6,400	5,440	5,170
Output	Number of GIS Mapping Edits	21,133	25,700	21,760	22,000

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. Number of GIS Mapping Edits per FTE FY 2024 offer is reduced due to realigning projection with historical actuals. Also, the offer represents a 5% reduction to FY 2023 projected actuals due to a softening real estate market that will likely reduce the number of property actions. therefore fewer edits per FTE.

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 Dept 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	2023	2023	2024	2024
Personnel	\$707,152	\$0	\$648,580	\$0
Contractual Services	\$300	\$0	\$300	\$0
Materials & Supplies	\$12,524	\$0	\$15,005	\$0
Internal Services	\$192,817	\$0	\$111,956	\$0
Total GF/non-GF	\$912,793	\$0	\$775,841	\$0
Program Total:	\$912,793		\$775,841	
Program FTE	5.25	0.00	4.50	0.00

Program Revenues				
Intergovernmental	\$130,021	\$0	\$105,847	\$0
Total Revenue	\$130,021	\$0	\$105,847	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's annual share of CAFFA is estimated at \$2,716,250, with \$104,847 allocated to DART GIS/Cartography (72028). \$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 2023: 72028 DART GIS/Cartography

FY 2024 budget includes a new manager position within existing resources to manage both Applications Support and GIS Cartography; the position is split 0.75 FTE to DART Applications Support (72037) and 0.25 FTE to DART GIS Cartography (72028).

Department: County Management

Program Contact: Larry Steele

Program Offer Type: Existing

Program Offer Stage: 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 funding 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 Description

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. APA performs an independent audit function for all valuation processes, projects and functions.

We have transitioned to more flexible, up-to-date, customer focused solutions that provide for safe, effective remote contact. This is providing the same level of customer service while balancing the needs and safety of staff and the community.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Projects Maintained - Includes mandated Ratio Study	52	52	52	52
Outcome	Number of Appraisal Neighborhoods in Statutory Compliance (ORS 308.232)	96%	95%	95%	95%

Performance Measures Descriptions

The output measure Number of Projects refers to the many specific annual studies and reports completed by the team including the mandated Ratio Study. The outcome measure Number of Appraisal Neighborhoods in Statutory Compliance measures the effectiveness of the appraisal program as a result of the 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	2023	2023	2024	2024
Personnel	\$542,819	\$0	\$583,940	\$0
Contractual Services	\$600	\$0	\$600	\$0
Materials & Supplies	\$18,901	\$0	\$19,816	\$0
Internal Services	\$69,071	\$0	\$45,330	\$0
Total GF/non-GF	\$631,391	\$0	\$649,686	\$0
Program Total:	\$631,391		\$649,686	
Program FTE	3.25	0.00	3.25	0.00

Program Revenues				
Intergovernmental	\$79,753	\$0	\$75,512	\$0
Total Revenue	\$79,753	\$0	\$75,512	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$2,716,250, with \$75,512 allocated to DART Assessment Performance Management (72029). Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: [FY 2023: 72029 DART Assessment Performance Analysis](#)

Department: County Management

Program Contact: Larry Steele

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

Special Programs Group (SPG) is part of the Division of Assessment, Recording and Taxation (DART). SPG is the expert in property tax exemptions and special assessments, tax roll corrections, and maximum assessed value (MAV). Additionally, Special Programs assists the community using various means of communication including by phone, email, and mail. Internally, Special Programs provides ongoing training and expertise to other sections within DART.

Program Description

SPG oversees more than 60 property tax exemption and special assessment programs. These programs provide partial to full property tax relief to qualifying individuals and organizations. Programs established by the state and other jurisdictions affect historic properties, charitable non-profits, fraternal and religious organizations, disabled veterans, and numerous others. SPG receives and makes eligibility determinations on more than 1,000 applications annually for property tax exemptions.

Properties owned by government entities are exempt under Oregon Statute. However, it is common for government entities to lease portions of their properties to nongovernment organizations. The space leased is subject to property taxes. SPG determines what portions of the government owned buildings are subject to property taxes.

SPG serves as the subject matter expert on the tax roll correction process; providing guidance and training to DART valuation sections. SPG corrects the certified tax roll under specific circumstances including property tax appeal resolution, data entry errors, qualified impacts to value due to Act of God incidents, and others.

In 1997, Oregon voters changed the method used to calculate property taxes, which required the calculation of each property's Maximum Assessed Value (MAV). MAV is the basis for determining taxable assessed value for a property and often involves complex calculations. SPG is the department authority on MAV and the advisor to DART sections on anything related to MAV. SPG calculates all MAV changes related to property tax exemption or special assessment, property actions such as divisions of property or lot line adjustments, or property that was demolished or destroyed. The SPG team determines and reallocates MAV for hundreds of properties annually.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Exempt Accounts Reviewed and Processed for the Current Tax Roll	4,953	7,000	5,100	5,200
Outcome	Total Exempt Accounts Monitored	32,250	33,500	32,500	33,500
Output	Total Number of Accounts Processed for Prior Tax Roll (roll corrections)	1,799	1,700	1,700	1,750

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	2023	2023	2024	2024
Personnel	\$1,083,306	\$0	\$1,163,590	\$0
Contractual Services	\$500	\$0	\$500	\$0
Materials & Supplies	\$12,789	\$0	\$12,516	\$0
Internal Services	\$123,865	\$0	\$131,407	\$0
Total GF/non-GF	\$1,220,460	\$0	\$1,308,013	\$0
Program Total:	\$1,220,460		\$1,308,013	
Program FTE	8.25	0.00	8.25	0.00

Program Revenues				
Fees, Permits & Charges	\$2,703	\$0	\$2,703	\$0
Intergovernmental	\$178,289	\$0	\$191,767	\$0
Total Revenue	\$180,992	\$0	\$194,470	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$2,716,250 with \$191,767 allocated to DART Property Assessment Special Programs (72030). Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72030 DART Property Assessment Special Programs

Department: County Management

Program Contact: Tim Mercer

Program Offer Type: Existing

Program Offer Stage: 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 Description

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 new 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Accounts Processed, Coded and Valued	15,256	15,900	15,157	15,200
Outcome	Assessed Value in Millions of Personal Property Value Placed on the Tax Roll	\$2,706	\$2,700	\$2,706	\$2,700
Efficiency	Percentage of Accounts Filing Electronically	17.5%	19%	18.4%	19%

Performance Measures Descriptions

Due to the impacts of COVID-19 on the business community, we expected a spike in business closures in FY 2021 & FY 2022, but that did not materialize. Filings have remained fairly consistent pre and post-pandemic.

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	2023	2023	2024	2024
Personnel	\$798,007	\$0	\$844,954	\$0
Contractual Services	\$12,395	\$0	\$13,145	\$0
Materials & Supplies	\$3,364	\$0	\$5,741	\$0
Internal Services	\$202,673	\$0	\$247,391	\$0
Total GF/non-GF	\$1,016,439	\$0	\$1,111,231	\$0
Program Total:	\$1,016,439		\$1,111,231	
Program FTE	6.00	0.00	6.10	0.00

Program Revenues				
Intergovernmental	\$147,497	\$0	\$142,060	\$0
Total Revenue	\$147,497	\$0	\$142,060	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$2,716,250, with \$142,060 allocated to DART Personal Property Assessment (72031). The remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72031 DART Personal Property Assessment

For FY 2024, allocated 10% of a Senior Manager position to reflect program management and oversight.

Department: County Management

Program Contact: John Botaitis

Program Offer Type: Existing

Program Offer Stage: 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 Description

This program is responsible for maintaining Real Market and Maximum Assessed Value for approximately 24,884 commercial, warehouse and multifamily accounts; 832 County and State appraised manufacturing accounts; and 445 billboards. Manufacturers are required to file industrial property returns annually. This requires the annual audit and review of approximately 61,010 (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, colleagues and staff. We have applied lessons learned from the pandemic and continue to modify our operations by offering flexible solutions such as telephone consultations, digital surveys, 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Industrial Assets Valued	61,424	55,000	60,500	61,000
Outcome	New Exception Real Market Value in MILLIONS;	\$3,215	\$2,500	\$2,500	\$2,400
Efficiency	Percent of Accounts on Automated Recalculation	24%	23%	26%	28%
Outcome	Percent Market Groupings with Coefficient Of Dispersion Compliance	72%	90%	75%	75%

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	2023	2023	2024	2024
Personnel	\$3,479,609	\$0	\$3,714,186	\$0
Contractual Services	\$1,975	\$0	\$1,975	\$0
Materials & Supplies	\$131,524	\$0	\$146,126	\$0
Internal Services	\$383,109	\$0	\$310,702	\$0
Total GF/non-GF	\$3,996,217	\$0	\$4,172,989	\$0
Program Total:	\$3,996,217		\$4,172,989	
Program FTE	23.50	0.00	23.50	0.00

Program Revenues				
Intergovernmental	\$577,362	\$0	\$546,781	\$0
Total Revenue	\$577,362	\$0	\$546,781	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$2,716,250, with \$546,781 allocated to DART Commercial & Industrial Property Appraisal (72033). Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72033 DART Commercial & Industrial Property Appraisal

Department: County Management **Program Contact:** John Botaitis
Program Offer Type: Existing **Program Offer Stage:** 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, Floating, Manufactured and Open Space property accounts. 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 Description

This program is responsible for maintaining Real Market Value and Maximum Assessed Value for 261,668 Real and Personal Property accounts including: Single and 2-4 family, Condominiums, Manufactured, Floating and small General Commercial Use properties. A total of 33,773 permits were generated for FY 2022 requiring review and processing, largely issued by local jurisdictions.

Maintaining accurate Real Market Values on all properties 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 the taxing districts. 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 the appraisal staff. Our expanded operations meet the needs of the community by offering more flexible solutions such as meeting on site with taxpayers, telephone consultations, proactive outreach via letter campaigns and surveys, virtual inspections and digital photograph exchanges. The distributed workforce and business practices have also been designed 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Accounts Appraised	18,000	18,000	16,000	16,000
Outcome	New Taxable Real Market Value Exception (in millions of dollars)	\$821	\$700	\$800	\$800
Outcome	% Neighborhood with COD Compliance	99%	98%	99%	99%

Performance Measures Descriptions

Estimated reduction in accounts appraised is a byproduct of the change in COVID-19 restrictions which resulted in an increase in site visits over desk reviews, as well as the onboarding and training of new and existing staff. 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	2023	2023	2024	2024
Personnel	\$5,098,512	\$0	\$5,361,427	\$0
Contractual Services	\$2,400	\$0	\$2,625	\$0
Materials & Supplies	\$118,383	\$0	\$119,733	\$0
Internal Services	\$625,382	\$0	\$588,154	\$0
Total GF/non-GF	\$5,844,677	\$0	\$6,071,939	\$0
Program Total:	\$5,844,677		\$6,071,939	
Program FTE	36.50	0.00	36.50	0.00

Program Revenues				
Intergovernmental	\$921,625	\$0	\$849,371	\$0
Total Revenue	\$921,625	\$0	\$849,371	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$2,716,250. Allocated \$849,371 to DART Residential Appraisal (72034). Remaining Program support is from General Fund Revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72034 DART Residential Property Appraisal

Department: County Management

Program Contact: Larry Steele

Program Offer Type: Support

Program Offer Stage: 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 Description

DART's Applications Support (App Support) Program designs, develops, and deploys technology solutions, through collaboration with IT business partners that create efficiencies, standardizations, improves data integrity, and generates 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, positively contributing to the public's perception of accountability and 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. Additionally, the App Support team manages and promotes the Division's public facing website, designs and implements accessibility features; procures, distributes and supports software solutions to create accessible video content for internal and external education materials.

The community's access to the program has been modified to include more flexible, up-to-date technological, customer focused solutions that provide for safe, effective remote contact. All of it while providing the same level of customer service while balancing the safety of staff and the needs of the community we serve.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of requests and support activities	3,500	3,500	3,500	3,500
Outcome	% of Requests Associated with Program Revenue	4%	4%	4%	4%
Output	Tax Statements Generated En Masse	340,648	350,000	345,000	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	2023	2023	2024	2024
Personnel	\$989,387	\$0	\$1,210,766	\$0
Contractual Services	\$8,300	\$0	\$10,057	\$0
Materials & Supplies	\$449,175	\$0	\$516,949	\$0
Internal Services	\$286,815	\$0	\$285,783	\$0
Total GF/non-GF	\$1,733,677	\$0	\$2,023,555	\$0
Program Total:	\$1,733,677		\$2,023,555	
Program FTE	6.25	0.00	7.00	0.00

Program Revenues				
Intergovernmental	\$153,655	\$0	\$162,975	\$0
Other / Miscellaneous	\$40,000	\$0	\$40,000	\$0
Total Revenue	\$193,655	\$0	\$202,975	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$2,716,250 with \$162,975 allocated to DART Applications Support (72037). 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 the 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 2023: 72037 DART Applications Support

The ongoing support for a new E-File product which was implemented in FY 2023 has been added to the Budget for FY 2024. A manager position who manages both Applications Support and GIS Cartography is split 0.75 FTE to DART Applications Support (72037) and 0.25 FTE to DART GIS Cartography (72028).

Department: County Management **Program Contact:** Jeffrey Brown
Program Offer Type: Existing **Program Offer Stage:** 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. The Program's highest priority is foreclosure avoidance prior to County ownership as well as occupant support throughout the process. Vulnerable populations and historically disadvantaged groups 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 on rare occasion donations to non-profits.

Program Description

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 thereby becoming the responsibility of the Tax Title Program which manages the dispossession pursuant Multnomah County Code Chapter 7 as a portion of a larger portfolio of long-held properties. After properties are deeded to the County they may become available for repurchase by qualified former owners of record. Special repurchase consideration may be given to former owners, their heirs or devisees due to the health, safety, housing, and economic conditions. 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 the Department of County Assets, Facilities and the Property Management Division.

The Tax Title Program researches and assesses properties deeded to the County 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 at the discretion of County management. Effective January 1, 2016, ORS 275.275 was amended to redirect the distribution of proceeds from sales, net of program expenses, to 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Properties remaining in Tax Title Inventory	216	205	208	205
Outcome	Properties placed back on the tax roll & into community use	5	15	25	15
Outcome	Revenue credited to General Fund, Sub-Fund	\$0	\$100,000	\$1,500,000	\$750,000

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	2023	2023	2024	2024
Personnel	\$239,635	\$0	\$255,612	\$0
Contractual Services	\$384,992	\$0	\$378,000	\$0
Materials & Supplies	\$13,278	\$0	\$17,118	\$0
Internal Services	\$112,292	\$0	\$99,929	\$0
Total GF/non-GF	\$750,197	\$0	\$750,659	\$0
Program Total:	\$750,197		\$750,659	
Program FTE	1.60	0.00	1.60	0.00

Program Revenues				
Other / Miscellaneous	\$750,000	\$0	\$750,000	\$0
Total Revenue	\$750,000	\$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 2024. 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 2024 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 2023: 72038 DART Tax Title

Department: County Management

Program Contact: Brian Smith

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs: 72044B

Program Characteristics:
Executive Summary

The Construction Diversity and Equity Fund (CDEF) program helps women and minority individuals get jobs in skilled construction trades and helps businesses owned by these groups be successful. It also supports the competitiveness of State certified minority-owned, women-owned, service-disabled-veteran-owned businesses, and emerging small businesses.

Program Description

Construction jobs offer stable, well-paying careers that can support a family. Past discrimination and other barriers mean that not everyone has been able to access these jobs. The CDEF program helps to create more diversity, fairness, and opportunity in the construction industry and in the business world.

The CDEF program supports three initiatives.

- 1) It funds Bureau of Labor and Industries (BOLI) certified pre-apprenticeship programs. These programs are an important gateway into the trades. CDEF supports their recruitment of women and minorities.
- 2) It funds support and retention services for women and minority apprentices. This recognizes that every individual has different barriers that may disrupt their employment. Employers and unions refer apprentices to one of the County's three contractors who provide the services. Providing tools, safety equipment, or various support services helps ensure success on the job. Contractors provide qualitative feedback from the apprentices to gauge program impacts.
- 3) It funds technical help, mentoring and training for State certified minority-owned, women-owned, service-disabled-veteran-owned businesses, and emerging small businesses. Within that group, we emphasize serving construction-related professional services or contracting businesses. Certified firms apply online for support. We match them with one of four contractors to provide the help. Both contractors and certified firms provide feedback on the success of the engagement. This feedback is provided through monthly online surveys from both of these groups.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of workers served in BOLI Pre-Apprenticeship Programs	N/A	15	5	10
Outcome	Number of workers able to maintain employment due to receiving direct support and retention services.	N/A	25	60	60
Output	Number of State Certified firms receiving technical assistance, mentoring, and training.	N/A	25	25	25

Performance Measures Descriptions

Due to COVID-19, pre-apprenticeship programs were slow to start back up in FY 2023. The number of workers measures how many are served by the BOLI Pre-Apprenticeship Program. The number of workers maintaining employment is a measure of the effectiveness of the program and the number of firms receiving technical assistance, mentoring and training measures the volume of this work.

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	2023	2023	2024	2024
Contractual Services	\$215,000	\$0	\$424,839	\$0
Unappropriated & Contingency	\$0	\$0	\$1,745,402	\$0
Total GF/non-GF	\$215,000	\$0	\$2,170,241	\$0
Program Total:	\$215,000		\$2,170,241	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$45,000	\$0	\$2,046,291	\$0
Beginning Working Capital	\$170,000	\$0	\$123,950	\$0
Total Revenue	\$215,000	\$0	\$2,170,241	\$0

Explanation of Revenues

The program has two sources of funding. First, the County pays (1%) of construction costs into the fund. Second, any Liquidated Damages paid by construction contractors are part of the fund. Liquidated damages are a sum contractors pay to the County if they do not meet contracted inclusion goals for women, minorities and apprentices.

Significant Program Changes

Last Year this program was: FY 2023: 72044A FRM Construction Diversity and Equity

The CDEF program expects to receive a \$2 million increase in revenues from construction projects in FY 2024. This increase is primarily from the assessment of the Library Bond funded projects, which are estimated to be \$1.9 million (received by 12/31/23). This is a significant sum and the program has developed a five year plan to expend these funds across the program's three dedicated purposes. We plan to spend \$243,000 in FY 2024 from the Library Bond Project and the balance will be placed in contingency.

Department:	County Management	Program Contact:	Brian Smith
Program Offer Type:	New	Program Offer Stage:	Adopted
Related Programs:	72044A		
Program Characteristics:	One-Time-Only Request		

Executive Summary

This program positions the County to be part of a regional effort to make the construction workforce more diverse. Participation of many local governments may also help attract private and foundation funding to support workforce development. This program funds year two of a five year effort to increase diversity in the construction workforce.

Program Description

The Regional Construction Workforce Diversity Funder Collaborative is a group of public owners who want to improve the racial and gender diversity of the regional construction trades workforce. The group includes the City of Portland, Multnomah County, Washington County, Clackamas County, Metro, TriMet, Prosper Portland, State Bureau of Labor and Industries, and Portland Community College. Each member of the group agrees to contribute a certain amount of money each year for a set number of years and helps plan, develop, and review the progress of the projects. The group started as part of The Construction Career Pathways Project (C2P2) Public Owner Workgroup.

The Funder Collaborative is made up of C2P2 signatories who have agreed to invest money together to increase diversity and the number of people in the construction workforce. The Funder Collaborative is a place where members can share ideas and learn from each other to help with regional efforts. They work together and invest in projects to make this happen.

The Funder Collaborative has formal voting procedures, as agreed upon by its members and outlined in the bylaws. Each funder has one vote, unless otherwise specified. Collectively, the members develop an annual work plan that explicitly includes the desired outcomes of the investments. The Funder Collaborative uses their annual work plan to guide decisions and update it each year based on the performance outcomes and regional labor needs.

This program offer is scaled to 72044A Construction Diversity and Equity Fund (CDEF) which also provides some dedicated funding for workforce diversity development activities. However the CDEF funding can be volatile on an annual basis, and is supplemental rather than reliable multi-year base funding. This program offer provides stable funding, aligned in purpose with other agencies in the region.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of workers served in BOLI Pre-Apprenticeship Programs	N/A	20	12	12
Outcome	Number of workers able to maintain employment due to receiving direct support and retention services.	N/A	N/A	40	40

Performance Measures Descriptions

The outcome performance measure is new this year as the funder collaborative has gotten up and running in FY 2023 and moving forward is aiming for a 75%/25% split of pre-apprenticeship training and support/retention services of early term diverse apprentices.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$200,000	\$0	\$200,000	\$0
Total GF/non-GF	\$200,000	\$0	\$200,000	\$0
Program Total:	\$200,000		\$200,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is funded through General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72044B Regional Construction Workforce Diversity Funder Collaborative

This funding is for year two of our annual funder commitment of five years.

Department: County Management

Program Contact: Heather Drake

Program Offer Type: Existing

Program Offer Stage: 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 operational and learning support to finance staff to help the County use our ERP system to its fullest potential.

Program Description

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 operational and learning support services that range from responding to individual end user questions to preparing online self-service learning materials to delivering in-person 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 process.
- 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 operational and 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of customer tickets processed	1,396	1,300	1,400	1,400
Outcome	Percentage of features in mandatory, twice-yearly Workday updates analyzed and successfully configured	> 95%	> 95%	> 95%	> 95%
Output	Student hours of learning support provided	N/A	N/A	N/A	750
Outcome	Percentage of finance user survey respondents satisfied with support provided	80%	> 90%	77%	> 90%

Performance Measures Descriptions

In July 2023, foundational Workday finance training sessions shifted from a mostly in-person to a mostly on-demand model to make them more accessible and timely. Changing performance measure from “sessions” to “student hours” to more accurately quantify learning support provided.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,073,641	\$0	\$1,145,100	\$0
Contractual Services	\$25,000	\$0	\$25,000	\$0
Materials & Supplies	\$53,589	\$0	\$53,849	\$0
Internal Services	\$61,927	\$0	\$93,737	\$0
Total GF/non-GF	\$1,214,157	\$0	\$1,317,686	\$0
Program Total:	\$1,214,157		\$1,317,686	
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 General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72046A FRM Workday Support - Finance

Department: County Management

Program Contact: Brian Smith

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs: 72005

Program Characteristics:
Executive Summary

This program funds a Labor Compliance Program that teaches workers and construction contractors about how to prevent wage theft. It also has a volunteer program where people can talk to workers on construction sites to make sure they are getting paid fairly. The program also has technology to help the County make sure everyone is following the rules.

Program Description

Wage theft is when someone doesn't get paid or gets paid less than they should for their work. It hurts workers by lowering their pay and it hurts honest contractors because it makes them less able to compete. Wage theft is a big problem in the construction industry. In Oregon, a lot of wage claims come from the construction industry. Sometimes wage theft happens by accident, like if there's a mistake in the math. Other times, it's done on purpose and workers might not speak up about it because they're afraid of losing their job.

The County Labor Compliance Program helps workers and contractors make sure that everyone gets paid what they're supposed to. The program also makes sure that contractors follow rules about hiring and paying workers on county projects. The program gives advice and support to contractors to make sure they follow labor laws and rules about hiring apprentices and paying the right amount. It also helps workers understand their rights about pay. The program trains volunteers to talk to workers on construction sites and make sure they're getting paid the right amount and getting the right benefits. The program also uses software to keep track of how much workers get paid and what benefits they get on county construction projects.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of volunteers certified by County	20	20	24	20
Outcome	Number of County construction projects visited by certified volunteers	N/A	N/A	50	75
Output	Number of workers on County projects who got paid what they should for their work.	629	N/A	1,000	1,200

Performance Measures Descriptions

Due to the pandemic shutdown in March 2020, visits by volunteers to County construction sites were suspended and were unable to restart until July 2022. In FY 2023, we rebuilt our volunteer program after it collapsed due to the pandemic. The "County construction projects" measure was changed from percent to raw number to better reflect the level of effort from volunteers. Number of workers was added to reflect the impact of ensuring workers are paid fairly.

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	2023	2023	2024	2024
Personnel	\$129,848	\$0	\$143,592	\$0
Materials & Supplies	\$24,462	\$0	\$44,242	\$0
Total GF/non-GF	\$154,310	\$0	\$187,834	\$0
Program Total:	\$154,310		\$187,834	
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 2023: 72047 FRM Labor Compliance

Department: County Management

Program Contact: Brian Smith

Program Offer Type: Existing

Program Offer Stage: 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, TriMet, Metro and Portland Community College 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 Multnomah County resident's exposure to deadly Diesel PM pollution, the primary source of which is construction equipment in Multnomah County.

Program Description

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. In concert with partner jurisdictions, the rules were revised in May 2022 due to a delay in implementation because of COVID-19. The policy applies to non-road diesel equipment 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, TriMet, the Port of Portland and Portland Community College have followed the County's and City's lead and adopted these standards.

The program, to help accommodate contractors, especially Certification Office for Business Inclusion and Diversity (COBID) contractors, has an implementation timeline. The 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 FY 2024 cost of the administrative program is budgeted at \$310,000 annually, and Multnomah County's share of the program would cost \$51,987 for FY 2024, or 18% of the total. The County's costs may decrease as other jurisdictions join the effort, 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Track the number of contractors with registered equipment	16	40	20	40
Outcome	Reduction in particulate matter (PM) from construction projects	N/A	10%	0%	10%
Output	Number of pieces of equipment registered	208	100	251	300

Performance Measures Descriptions

Projects covered by this policy have not yet moved into the construction phase. We anticipate projects that are covered by this program will move into the project phase in the upcoming fiscal year.

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	2023	2023	2024	2024
Contractual Services	\$53,450	\$0	\$52,000	\$0
Total GF/non-GF	\$53,450	\$0	\$52,000	\$0
Program Total:	\$53,450		\$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 2023: 72048 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: Adopted

Related Programs:
Program Characteristics:

Executive Summary

The DCM/NOND Human Resources (HR) Team provides the full range of HR services for the approximately 419 Full-Time Equivalent (FTE) positions of the Department of County Management (DCM) and all Nondepartmental agencies, including elected officials, the Office of Diversity and Equity, and the Office of Emergency Management. 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 Description

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 management employees; advice and coaching for employees and managers; HR information systems data entry, complex records management and compliance; timekeeping and e-timesheet training; and reviewing, interpreting, and ensuring compliance with collective bargaining agreements and County Personnel Rules.

All aspects of HR 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 HR's actions or programs, and our team's support and work is fundamental to meeting the organization's commitments under the WESP during FY 2024.

In FY 2024 the DCM/NOND HR Team will:

- Provide focused support to the County's Nondepartmental agencies and the Department of County Management
- Develop and implement interview panelist training to mitigate bias, in partnership with the DCM Equity Team
- In partnership with the Office of Diversity and Equity, support the creation of a NOND Equity Committee with robust HR support.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of recruitments that are successful*	94	90	95	95
Outcome	Number of employees provided full range of HR Services	406	412	419	419
Outcome	Percent of DCM and NOND employees saying they would recommend working at the county to a friend.	86	90	87	87

Performance Measures Descriptions

A successful recruitment is a recruitment that ends in a hire. Measure three is based on the Countywide Employee Survey, which is issued to all county employees every two years.

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	2023	2023	2024	2024
Personnel	\$1,000,677	\$0	\$1,086,344	\$0
Contractual Services	\$5,167	\$0	\$5,167	\$0
Materials & Supplies	\$19,655	\$0	\$18,275	\$0
Internal Services	\$58,330	\$0	\$90,570	\$0
Total GF/non-GF	\$1,083,829	\$0	\$1,200,356	\$0
Program Total:	\$1,083,829		\$1,200,356	
Program FTE	6.00	0.00	6.00	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 2023: 72049 DCM/NonD Human Resources Team

Department: County Management

Program Contact: Anna Plumb

Program Offer Type: Support

Program Offer Stage: Adopted

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

Executive Summary

This program will provide one-time-only funding for two (2) Limited Duration (LDA) positions within the Human Resources (HR) Team for the Department of County Management and the County’s Non-Departmental agencies (DCM/NOND HR team). This program offer fully funds one recruiter LDA, and pays for one-third of a Human Resources Technician LDA position that is shared equally with the Department of County Assets and the Joint Office of Homeless Services.

Program Description

In FY 2020, the DCM/NOND HR Team was formed to align HR support with the unique work in DCM and the Nondepartmental organizations, with the goal of providing tailored and proactive HR support to both entities. Currently, the DCM/NOND HR Team has six (6) regular full-time equivalent (FTE) positions, but this does not include an HR Technician or a recruiter position for the NOND agencies. The Nondepartmental agencies have approximately 126 FTE and are recently averaging around 10 open recruitments a month. In the past, the NOND HR Analyst Senior has supported recruitment, but this has kept that position from fulfilling other critical proactive HR support for the Nondepartmental agencies.

Currently, the team has a one-year LDA recruiter who has helped support NOND recruitments. With new County leadership, additional recruitments are likely, and this program requests additional one-time-only funding to fund the current recruitment position for another year. This will allow the DCM/NOND HR team to a) perform recruitments that are timely, responsive, and focused on workforce equity goals and b) pivot the HR Analyst Senior position to more proactive Human Resources support.

Similarly, the DCM/NOND HR team does not have a regular HR Technician position, but has been utilizing an LDA HR Technician position to help get the department’s personnel files back into compliance after the COVID-19 pandemic. The existing LDA HR Technician position is shared between three departments (Department of County Management, Department of County Assets, and the Joint Office of Homeless Services) and provides all three departments with administrative and filing support for under \$40k per department. This offer also proposes to extend this LDA for another year, in partnership with the two other departments.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of NOND Hires	37	N/A	35	35
Outcome	Percent of recruitments that are successful	100	90	95	95

Performance Measures Descriptions

Number of hires indicates the number of positions filled either with an internal or external candidate. A successful recruitment is a recruitment that ends in a hire.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$177,000	\$0
Total GF/non-GF	\$0	\$0	\$177,000	\$0
Program Total:	\$0		\$177,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

The program is funded by one-time-only General Fund revenues.

Significant Program Changes

Last Year this program was:

Department: County Management

Program Contact: Travis Brown

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

Central Human Resources (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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of positions reviewed as a result of class/comp studies.	1,073	915	1,219	1,100
Outcome	Percent of total positions reclassified, revised, updated.	32.1%	27.6%	31.7%	29.8%
Output	Number of positions reviewed as a result of individual requests.	621	550	600	600

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	2023	2023	2024	2024
Personnel	\$552,263	\$0	\$611,489	\$0
Contractual Services	\$5,000	\$0	\$5,000	\$0
Materials & Supplies	\$15,540	\$0	\$15,840	\$0
Internal Services	\$10,090	\$0	\$5,660	\$0
Total GF/non-GF	\$582,893	\$0	\$637,989	\$0
Program Total:	\$582,893		\$637,989	
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 2023: 72050 Central HR Classification & Compensation

Department: County Management

Program Contact: Chris Lenn

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:
Executive Summary

This proposal represents an ongoing 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.

Program Description

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 30 internship participants become regular status County employees.

Centralized funding provides 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 provides 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. Additionally, since the internships take place in the summer months, they run across two budget years. Ongoing funding will ensure that an internship is not displaced midway through the experience.

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 & the Talent Acquisition Manager.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Positions Funded	N/A	25	25	25
Outcome	Participants report the program improved their personal and professional growth	100%	80%	94%	90%
Outcome	Participants report increased understanding of how to obtain employment at Multnomah County	100%	80%	94%	90%

Performance Measures Descriptions

Output/Outcome measures 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, 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	2023	2023	2024	2024
Personnel	\$300,000	\$0	\$317,549	\$0
Materials & Supplies	\$0	\$0	\$3,051	\$0
Total GF/non-GF	\$300,000	\$0	\$320,600	\$0
Program Total:	\$300,000		\$320,600	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72051 College to County Interns

Department: County Management **Program Contact:** Eric Arellano
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs: 25200-25206, 40099B, 78335
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 maintenance, tax procedures, tax forms, tax handbook, tax communication/education, general tax support, and management of intergovernmental agreement with the City of Portland.

Program Description

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 old 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.

This program includes one regular position (Project Manager) and a contracted tax consultant to develop and maintain tax code, tax administrative procedures, tax handbook, all educational materials, tax calculators, taxpayers and tax administer outreach/support, maintain tax public page, development of tax forms, perform tax accounting, tax reporting, and other tax administrative functions (including the management of intergovernmental agreement with the City of Portland).

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Establish and maintain tax administration unit for new tax*	N/A	1	1	1
Outcome	Maintain a tax compliance rate of 90% or above**	N/A	N/A	N/A	90%
Output	Maintain tax administration public page making available tax education/guidance materials***	N/A	1	1	1

Performance Measures Descriptions

*1=Achieved; 0=Not Achieved

**Compliance rate with applicable code requirements (measurement not available until next year)

***1=Achieved; 0=Not Achieved

Legal / Contractual Obligation

Multnomah County Code Chapter 11 (Preschool For All Personal Income Tax 11.500-560). 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	2023	2023	2024	2024
Personnel	\$0	\$158,511	\$0	\$175,087
Contractual Services	\$0	\$15,000	\$0	\$15,000
Materials & Supplies	\$0	\$5,000	\$0	\$5,000
Internal Services	\$0	\$25,052	\$0	\$22,657
Total GF/non-GF	\$0	\$203,563	\$0	\$217,744
Program Total:	\$203,563		\$217,744	
Program FTE	0.00	1.00	0.00	1.00

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

Explanation of Revenues

This program generates \$6,268 in indirect revenues.

This program generates \$6,268 in indirect revenues. This program will be supported entirely by tax receipts from Preschool For All Program (fund 1522). Tax revenues are budgeted in program offer 25200-24.

Significant Program Changes

Last Year this program was: FY 2023: 72052 FRM Preschool for All Tax Administration - County

Department: County Management **Program Contact:** Eric Arellano
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs: 25200-25206, 40099B, 78335
Program Characteristics:

Executive Summary

The City of Portland's Revenue Bureau through an intergovernmental agreement administers and collects the Preschool for All personal income tax on behalf of Multnomah County as imposed under Chapter 11 of County Code. The administration started in tax year 2021 and will be for a 10 year term.

Program Description

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 old 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, is administering and collecting the tax on behalf of Multnomah County. The City of Portland has administered the County's Business Income Tax for over 27 years and administered the County's ITAX (temporary personal income tax) from 2003-2005. The City of Portland is also 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. The administration includes, but not limited to, promulgating administrative rules and policies, collecting estimated tax payments, auditing returns, assessing and collecting tax and tax deficiencies, including penalties and interest, processing refunds, hearing appeals, and other actions necessary to administer and collect tax. In the first three years of the tax program, the County paid for system implementation costs to accommodate necessary tax system enhancements directly related to the new tax; those costs end in FY 2023. Annual ongoing tax administration costs will total \$6.38m in FY 2024 and will be adjusted yearly by consumer price index (CPI).

County Treasury manages the intergovernmental agreement with the City of Portland.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Establish electronic filing process for taxpayers*	N/A	1	1	1
Outcome	Tax receipts (annual and quarterly) are remitted to Multnomah County on monthly basis**	N/A	1	1	1
Output	Send out tax mailer to all businesses, governments, and non-profits in Tri-County***	N/A	1	1	1

Performance Measures Descriptions

*1=Achieved; 0=Not Achieved
 **1=Achieved; 0=Not Achieved
 ***1=Achieved; 0=Not Achieved

Legal / Contractual Obligation

Multnomah County Code Chapter 11 (Preschool For All Personal Income Tax 11.500-560). 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	2023	2023	2024	2024
Contractual Services	\$0	\$7,175,541	\$0	\$6,383,520
Total GF/non-GF	\$0	\$7,175,541	\$0	\$6,383,520
Program Total:	\$7,175,541		\$6,383,520	
Program FTE	0.00	0.00	0.00	0.00

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 the program offer 25200-24.

Significant Program Changes

Last Year this program was: FY 2023: 72052B FRM Preschool for All Tax Administration - City of Portland

Department: County Management

Program Contact: Cessa Diaz

Program Offer Type: New

Program Offer Stage: Adopted

Related Programs: 72022, 72046

Program Characteristics: One-Time-Only Request

Executive Summary

Workday is part of the County's Enterprise Resource Planning system (ERP). The Human Resources (HR) Workday Support team and Finance Support team are responsible for developing, maintaining, troubleshooting, and enhancing Workday Human Capital Management (HCM) and Finance modules. This project was funded in FY 2023, however due to significant staffing and recruitment issues the project was never launched. This request is for new funding in FY 2024. This project will address problematic configuration that has resulted in multiple complex and time intensive manual processes.

Program Description

This one-time-only program offer will fund the Workday Review and Recommend Project for one year. The County is a highly complex organization that requires sophisticated and advanced configuration, which is not currently implemented in our systems. Since the implementation of Workday in 2019, we have continued to operate with problematic configuration that requires significant manual intervention. The project focuses on implementing new and improved configuration that will result in better system optimization, efficiency and accuracy. These enhancements have been identified and prioritized in partnership with Workday to ensure alignment with Workday best practices. It is expected that these critical updates and changes will have an immediate and noticeable impact resulting in reduced manual workarounds and work load impacts for key stakeholders. Key project deliverable include:

- Redesign of time tracking calculations
- Updates to payroll retro processing
- Implementation of multiple jobs functionality
- Optimization of payroll mid-period staffing and or compensation changes
- Updates to salary reduction configuration.

Key deliverables of this project include: implementation of new configuration to improve functionality, accuracy, efficiencies, and user experience; analysis of identified configuration in Payroll, Absence and Time Tracking modules; development of configuration implementation project plan; extensive end to end testing for all new configuration; cross functional stakeholder engagement to ensure cohesive and accurate implementation across both HCM and Finance modules; improved and more accurate HR and payroll reporting; and change management for key stakeholders.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Prioritize key projects configured and implemented resulting in improved accuracy and efficiencies.	N/A	10	N/A	10
Outcome	Implement new reports and enhancements to reduce backlog and improve accuracy of HR/Payroll reporting.	N/A	95%	N/A	95%
Outcome	Reduce manual processes related to payroll, time tracking and absence	N/A	50%	N/A	50%

Performance Measures Descriptions

Output: We currently have over 70 system enhancements and configuration items, target goal of implementing a minimum of 10 configuration items, or 15% of the total list of enhancements. Outcome: Currently we have identified 16 complex reports that need to be developed or revised to get single sources of information. Target goal of implementing 15 reports, or 95% of report enhancements to improve overall reporting for Payroll, Time Tracking, and Absence. Outcome: Reduce current manual payroll cycle processes and audits by 5-6. for a 50% reduction.

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	2023	2023	2024	2024
Contractual Services	\$1,000,000	\$0	\$1,000,000	\$0
Total GF/non-GF	\$1,000,000	\$0	\$1,000,000	\$0
Program Total:	\$1,000,000		\$1,000,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by one-time-only General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72053 Workday Support - Review & Recommend

Funded in FY 2023 but could not move project forward due to vacancies and workload.

Department: County Management

Program Contact: Serena Cruz

Program Offer Type: New

Program Offer Stage: Adopted

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

Executive Summary

In line with Multnomah County’s social justice goals, the wages and benefits of Multnomah County employees are analyzed by a variety of stakeholders (including HR and the unions) for their regional competitiveness and fairness. However, many of the services Multnomah County delivers are provided by contracted third-party suppliers. In public contracting, a competitive bidding process is used to select service providers and project cost is among the competitive criteria. Nonprofit organizations and other suppliers may have incentive to suppress the wages of their employees in order to demonstrate a competitive project cost and win a contract. This program will fund the continuation of a project to study, analyze, and provide recommendations to promote equitable compensation for employees of certain County-contracted suppliers.

Program Description

The Contractor Capacity Review Program involves two approaches to evaluate and create recommendations for contractor wage equity.

In the short-term, the County will conduct compensation evaluations of certain contracted services which will include a review of regional and local suppliers, particularly those with services relevant to County contracted operations such as human services, behavioral health services and health care services. The evaluations will help County policy-makers understand the market for specific job types and to determine the appropriate compensation to ensure our community based organizations can attract and retain employees to provide critical County services.

In support of a longer term solution, the County will engage in the Oregon Solutions effort to take a more comprehensive look at how our community and state can address contractor compensation issues. The work may include a study of the status quo, including a review of compensation data from regional and local suppliers, an analysis of differences in supplier compensation and public sector compensation, research into other state or local government interventions, and a description of Oregon state public purchasing rules that may compel local governments to prioritize cost in competitive contracting. It is anticipated the study will assess whether differences in compensation are caused by competitive public contracting processes, determine whether low compensation by suppliers affects workforce recruitment, and describe a menu of possible interventions along with their risks and opportunities. Finally, the study is anticipated to recommend courses of action for state and local policy-makers.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Class compensation evaluations	N/A	20	20	20
Outcome	Progress toward an actionable set of recommendations for public policy makers to enhance compensation equity	N/A	N/A	10%	100%
Output	Number of organizations surveyed	N/A	N/A	20	30

Performance Measures Descriptions

The class compensation evaluations will measure the number of jobs studied and number of organizations surveyed. The progress measure indicates the percent complete for the report and recommendations from the County’s partnership with Oregon Solutions and other community based organizations.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$175,000	\$0	\$50,000	\$0
Contractual Services	\$75,000	\$0	\$75,000	\$0
Total GF/non-GF	\$250,000	\$0	\$125,000	\$0
Program Total:	\$250,000		\$125,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by one-time-only General Fund revenue - \$125,000

Significant Program Changes

Last Year this program was: FY 2023: 72055 Contractor Capacity Review

Department: County Management

Program Contact: Dorothy Elmore

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

Using a trauma-informed, racial justice and equity lens, the Workplace Security Program provides a multi-disciplinary approach to safety and security. This approach is beyond conventional enforcement and one that embraces collaboration and creativity with a range of stakeholders. Since its inception in FY 2023, the Program has fully designed and implemented a security program that provides high-level subject matter expertise, policy guidance, training and security plan development, security vendor management, and is a central point of contact for security related matters across the County. The program advises department leadership, the Chief Operating Officer, and elected officials.

Program Description

The Workplace Security Program increases general consistency, coherence, and subject matter expertise related to security matters. The program provides a stand-alone security function with relevant training and experience as well as security related decision making authority. This program ensures more coordinated roles dispersed across the County, with Facilities, Risk Management and Departments with their own security programs. This program minimizes duplication of efforts, supports knowledge sharing, and offers resources.

This program addresses equity by recognizing that our community is experiencing increased violence due to the socio-economic stressors of COVID-19 and the impact of years of systemic racism and social unrest. Our employees are experiencing increased exposure to individuals in crisis. Our buildings have faced regular defacement and damage. This program aligns policies and processes and creates a unified County approach to security. The program consists of a Director who is responsible for program development, policy development, interagency relationships and two additional team members to assist with security-related training, patrols, threat management, incident response, and interagency operations.

Expected outcomes for this program include: Standardize policies and operating procedures for addressing security issues, trust of employees in management and addressing concerns. Employees know where to direct concerns and questions, holistic view of the threat landscape across the County, and clear lines of accountability and responsibility.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Develop standard policies and operating procedures for addressing security concerns	N/A	N/A	N/A	5
Outcome	Provide communication, education and training through quarterly County and community engagement events	N/A	4	4	4

Performance Measures Descriptions

The program is in the process of developing five new Administrative Procedures to codify and standardize policies and operating procedures for addressing security issues. The Program is committed to at least four engagement events throughout FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$637,200	\$0	\$635,124
Contractual Services	\$0	\$96,000	\$0	\$111,000
Materials & Supplies	\$0	\$16,800	\$0	\$21,680
Internal Services	\$0	\$0	\$0	\$39,996
Total GF/non-GF	\$0	\$750,000	\$0	\$807,800
Program Total:	\$750,000		\$807,800	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Other / Miscellaneous	\$0	\$750,000	\$0	\$807,800
Total Revenue	\$0	\$750,000	\$0	\$807,800

Explanation of Revenues

This program is funded through the Risk Fund. Workplace Security program is funded by assessing a rate based on 0.20% of monthly payroll for each department. Revenue for FY 2024 is \$807,800

Significant Program Changes

Last Year this program was: FY 2023: 72056 Workplace Security

Department: County Management **Program Contact:** Dorothy Elmore
Program Offer Type: New **Program Offer Stage:** Adopted

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

The Security Operation Center (SOC) is designed as a multi-function security alerting, reporting, and communication hub supporting security and emergency service functions. It is anticipated that the SOC will be co-located or located adjacent to the Emergency Management Emergency Operations Center in its final configuration to offer dual support roles to both groups. The SOC operates as a 24/7 staffed communications network that can alert first responders, dispatch support, monitor incidents, and notify any appropriate leadership response chain(s) of current or developing incidents. Additionally, the SOC will maintain visual feeds from locations throughout the county to aid situational awareness and emergency response to security incidents and emergency operations.

Program Description

The SOC will have the capability to open video streams for locations with cameras to aid in response and recovery, and will centrally store reports and records through encrypted transmission and storage systems including third party reporting from security contractors. The Workplace Security team is committed to providing a safer work environment for County staff. The team hears staff concerns daily and works hard to provide actionable solutions to address them. This structure maximizes data tracking and allows Workplace Security the ability to analyze incidents, concerns, and near misses to best allocate limited resources and reduce countywide incidents. The SOC will function as a communications hub with immediate radio contact with locations to assist with incident dispatch response, notification, and recovery increasing reliability and reducing cost.

The SOC will be staffed using contracted security services and will integrate with Emergency Management and Communications to support key phases of preparedness, response, and recovery. This includes being integrated in the Emergency Operations Center (EOC) if activated by Incident Command. Integrating an SOC will also address a number of improvement items Emergency Management and County are working on including:

- **Operations / Improving Situational Awareness:** The ability to immediately collect and provide situational awareness “eyes and ears” from locations all over the County including radio communication, video streams, and immediate assessments. This improves the ability to serve major emergencies, major weather events, and shelters.
- **Notifications and Dispatch:** The ability to control the dispatch of patrols and avoid false alarms and duplicative response driving high cost to the County is of high interest.
- **Planning Functional Area / Intelligence and Shared Resources:** The ability to provide immediate intelligence structures to Planning especially during the initial response phase and the ability to embed a Joint Information Center with the SOC that is separate but linked to the EOC creates a structure not in place.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of security incidents reported to SOC	N/A	N/A	N/A	3,500
Outcome	Reduction in cost for dispatched patrol services	N/A	N/A	N/A	30%
Outcome	Improved security report collection and accuracy	N/A	N/A	N/A	90%

Performance Measures Descriptions

Total number of security incidents is an estimate based on current monthly volume. With new management and contracts, the SOC anticipates a 30% reduction in dispatched patrol service costs in FY 2024. The final measure indicates increased compliance with security reporting requirements. It measures the total percentage of security incidents reported to the SOC. It is estimated the Security Program receives reports on 75% of the actual incidents. A 90% compliance rate would be a reasonable improvement in the first year of the program.

Legal / Contractual Obligation

The program will follow the retention schedule for all reports, video feeds and documents and will maintain FCC radio license as required. This work will be completed through the use of contracted security services and will follow all required procurement and contracting processes.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$254,500	\$0
Materials & Supplies	\$0	\$0	\$5,500	\$0
Total GF/non-GF	\$0	\$0	\$260,000	\$0
Program Total:	\$0		\$260,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program will be funded in FY 2024 with one-time-only General Funds revenues. In subsequent years, the costs associated with the SOC may be budgeted within the Department of County Assets Facilities Internal Services Rates as an enterprise or shared countywide expense. This request was not completed in time to be considered in the FY 2024 Facilities internal services rate setting process.

Significant Program Changes

Last Year this program was:

Department: County Management **Program Contact:** Travis Graves
Program Offer Type: New **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

Reported cases of vandalism in east Multnomah County more than tripled between 2019 and 2021, therefore a program offer was introduced to provide necessary support to businesses that have been targeted and impacted by vandalism. This program will continue the program introduced in 2023 #72057 - Small Business Repair Fund East County to provide grants to small businesses in east county (east of Interstate 205) that can document vandalism and the associated costs. The program will continue to provide support of up to \$5,000 to local small businesses needing immediate repairs. Grants are available to businesses that have sustained physical damage – such as broken windows or doors, graffiti, or sign damage.

Program Description

This program will continue to provide grants to small businesses in east county (east of Interstate 205) that can document vandalism and the associated costs. The program will provide support of up to \$5,000 to local small businesses needing immediate repairs. Grants are available to businesses that have sustained physical damage – such as broken windows or doors, graffiti, or sign damage.

Modeled on the city of Portland’s “repair grant,” businesses will be required to provide their state business license number, proof of ongoing operations, as well as the physical location of the business damaged. Grants will be capped at costs or \$5,000, whichever is less. Administrative costs will not exceed 15% of funding. Documents associated with any decision will be maintained for record keeping and audit purposes. Businesses must be registered with the State Business Registry. Inventory replacement and business operating costs related to repairs are not eligible for grant reimbursement.

The County will continue its partnership with east county and/or small business associations to inform small business owners of the fund, and maintain the webpage describing the program and linking to the documentation and resources needed to apply for assistance. The program will be administered by a third party partner.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of grants distributed to small businesses in east county	N/A	15	25	25
Outcome	Percentage of grant recipients that are BIPOC-owned Businesses	N/A	30%	30%	30%
Outcome	Identify and inform small businesses of the new Business Repair Fund Program	N/A	1	1	1

Performance Measures Descriptions

The fund is anticipated to distribute 25 or more grants in Fiscal Year 2024, with a goal of at least 30% of recipients will be BIPOC-owned businesses. Outcome measure to identify small businesses who previously received Cares Act Business Relief Funding, and inform them of the new Business Repair Fund availability. 1=achieved; 0=not achieved

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$110,000	\$0	\$115,000	\$0
Total GF/non-GF	\$110,000	\$0	\$115,000	\$0
Program Total:	\$110,000		\$115,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by one-time-only General Fund revenues

Significant Program Changes

Last Year this program was: FY 2023: 72057 Small Business Repair Fund East County

Department: County Management

Program Contact: Tim Mercer

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Passport and Photo ID Program provides in person assistance with questions regarding the acceptance of passport applications that includes offering passport photos to the community. This excellent service is provided through the organization's soft phone system, at the public counter, and by email.

Program Description

The Passport and Photo ID program, within the Division of Assessment, Recording, and Taxation (DART), is responsible for accepting and reviewing passport applications on behalf of the US Department of State and is responsible for the issuance of county employee photo IDs for the overwhelming majority of Multnomah County employees. A passport program agent acts as an important intermediary between the public and the federal government. Agents in the program review all DS-11 applications and related citizenship and identity documents of applicants wishing to obtain or renew their US Passport. Specialized training is provided by the Department of State on how to accept passport applications and must renew their certification on a yearly basis.

The program maintains all standards prescribed by the federal government for the retention and transmittal of passport applications and related paperwork. Application services are available to any US citizen and the program serves any citizen inside or outside Multnomah County. This program is available by appointment or same day service, depending on staffing levels. Passport agents are available to answer questions in person, over the phone, and by email and live chat. The program also takes and sells passport photos to any citizen needing a photo for passport purposes. This program also takes employee photos and prints employee badges for more than 4,000 Multnomah County employees. Badge services include printing initial badges after hire, updating employee photos, and replacing lost or stolen badges when needed. Most employees access this program on their first day of work as part of the new hire process.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of appointments available	NA	NA	7,400	8,000
Outcome	Number of applications processed	NA	NA	7,600	8,200
Output	Number of passport photos taken	NA	NA	5,814	6,000
Outcome	% of passport photos accepted by Department of State	NA	NA	99%	99%

Performance Measures Descriptions

The number of appointments, number of applications and number of photos indicates the volume of work for this program. Percent of passport photos accepted demonstrates the accuracy of the work.

Legal / Contractual Obligation

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	2023	2023	2024	2024
Personnel	\$0	\$0	\$999,024	\$0
Materials & Supplies	\$0	\$0	\$13,723	\$0
Internal Services	\$0	\$0	\$120,363	\$0
Total GF/non-GF	\$0	\$0	\$1,133,110	\$0
Program Total:	\$0		\$1,133,110	
Program FTE	0.00	0.00	8.76	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$340,000	\$0
Total Revenue	\$0	\$0	\$340,000	\$0

Explanation of Revenues

Revenues from Passport acceptance fees \$280,000, Passport photo fees \$60,000

Significant Program Changes

Last Year this program was:

During FY 2023 a structural change was conceptualized and put into place as it was apparent that a significant change was necessary in order to see positive change. The structural change increases the number of supervisors from two to three while breaking into three individual teams from two teams. The three corresponding program offers, with each having their own supervisor, are DART Property Tax & Ownership (72024), DART County Clerk Functions (72025), and new DART Passport and Photo ID Program (72058). Ownership and Parcel Management (72026) will no longer be used, and the budget was transferred to the new programs. This will lessen the number of direct reports per supervisor and align program services to budget. This change also focuses on workplace safety, employee morale, and improving services to the community by owning and focusing on specific team tasks.

Department: County Management

Program Contact: Travis Graves

Program Offer Type: New

Program Offer Stage: Adopted

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

Executive Summary

The Multnomah County Future of Work initiative is a collection of projects that support the changes in the County's workplace since the onset of the COVID-19 pandemic. This program includes resources to develop and implement plans to reconfigure County facilities in response to updated programmatic needs due to the large number of routine, hybrid and ad hoc teleworking employees.

Program Description

This program provides Countywide resources to be used to facilitate changes in facilities such as consolidations, moves, reconfigurations and other related work. In FY 2023 a large focus was placed on the re-stacking of the Multnomah Building. During FY 2024 it is anticipated the Department of County Management (DCM) will partner with the Department of County Assets (DCA) Facilities and Property Management Division and other County Departments to continue to examine the best configuration for future work spaces in buildings such as Five Oak, Gladys McCoy, John B. Yeon Facility, and leased space currently occupied by the Joint Office of Homeless Services. It may also include funds for the Auditor's Office space redesign and creating department and countywide conference, hoteling or shared work spaces.

In addition, this program will support the renovation of the East Campus North Building Lobby for Department of Community Justice (DCJ) - increasing safety and security in the building and allowing for future access to the South building if that becomes available. Expanding office space at this campus improves equity by investing in employee and client safety and bringing supervision services closer to where individuals on supervision live, reducing travel time and cost.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of space redesign projects implemented	N/A	5	8	5
Outcome	Percentage of affected departments who agree they have right-sized their facilities footprint	N/A	N/A	100%	100%
Output	Number of employees in a telework arrangement of some kind	N/A	3,100	2,300	2,300

Performance Measures Descriptions

Space redesign projects implemented indicate the number of units reconfigured or moved to better align with actual space needs. The goal is 100% agreement that newly reconfigured space is right-sized to programmatic needs. The number of employees who telework provides context for why space changes are necessary to better align with current and future County needs.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$197,557	\$0	\$0
Contractual Services	\$0	\$750,000	\$4,550,000	\$0
Materials & Supplies	\$0	\$1,757,443	\$0	\$0
Total GF/non-GF	\$0	\$2,705,000	\$4,550,000	\$0
Program Total:	\$2,705,000		\$4,550,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$2,705,000	\$0	\$0
Total Revenue	\$0	\$2,705,000	\$0	\$0

Explanation of Revenues

For FY 2024 the program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72901 ARP - Future of Work Coordinator and Space Planning

This program has been modified to resource the facilities changes only. The ARP funded Future of Work Coordinator in Central Human Resources will sunset at the end of FY 2023.

Department: County Management

Program Contact: Cessa Diaz

Program Offer Type: New

Program Offer Stage: Adopted

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

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 Description

This 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. Additionally, this position supports on-going labor tasks/issues that are a direct result of COVID-19.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Covid-19 related Labor Disputes	34	35	26	30
Outcome	Percentage of Covid-19 related labor disputes settled collaboratively	100%	98%	100%	100%

Performance Measures Descriptions

Labor 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	2023	2023	2024	2024
Personnel	\$0	\$230,788	\$209,273	\$0
Materials & Supplies	\$0	\$4,212	\$5,727	\$0
Total GF/non-GF	\$0	\$235,000	\$215,000	\$0
Program Total:	\$235,000		\$215,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

For FY 2024, the program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72902 ARP - Labor Relations Expanded Support

Department: County Management

Program Contact: Serena Cruz

Program Offer Type: New

Program Offer Stage: Adopted

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

Executive Summary

Multnomah County will implement a pilot in a yet to be identified program to develop a technical solution that would reduce repetitive questions and multiple applications for residents seeking benefits by streamlining the application process. This Program Offer will support a Limited Duration position to lead project management with internal and external stakeholders and cover expenses for contracted services to implement the common application.

Program Description

Technological developments in interface design, user experience technology and services platforms have the potential to benefit people accessing County resources and benefits. This work would build on a successful pilot testing a common application to increase accessibility to six programs providing assistance to individuals and families, three of which were administered by Multnomah County. The common application model takes individual applications and consolidates all relevant questions to create one application or entry point in order to reduce complexity and make benefits easier to access.

Implementing a technical solution that would make benefits and resources easier to find and access aligns with the County's mission to "prioritize the needs of our most vulnerable." This position would help prioritize up to twenty programs (internal and external) to be integrated into the common application, support departments who work with community based organizations to utilize the common application when working with people accessing resources, and work within departments to modify intake processes for programs not currently compatible as needed. This position will also liaise with the contracted vendor (to be determined through a request for proposal process) to monitor numbers of applications received, strategize around outreach challenges, and provide information and feedback from departments.

Defining the scope of the solution and configuring eligibility will be done in collaboration with internal and external stakeholders. Implementing a common application has the potential to increase accessibility to an array of benefits for individuals and families in the community and to decrease inefficiencies, costs, and time currently necessary for processing applications. As part of the outreach strategy and performance measure, to understand the impact of the common application, the LDA position will coordinate a post-survey for all clients that utilize the common application and at least two listening sessions with departmental and community based organization staff to gauge satisfaction and evaluate how these groups feel the common application did or did not increase accessibility to benefits and resources.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Identify and prioritize at least 20 programs for common application integration	N/A	N/A	N/A	20
Outcome	Percent of clients indicating satisfaction in a post survey	N/A	N/A	N/A	70%
Output	Applications received through common application	N/A	N/A	N/A	1,000
Outcome	Number of stakeholder listening sessions	N/A	N/A	N/A	2

Performance Measures Descriptions

Identifying and prioritizing additional programs for common application integration will involve working with the determined vendor and departments to assess which programs are compatible and would have the greatest impact.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$160,000	\$0
Contractual Services	\$0	\$0	\$300,000	\$0
Total GF/non-GF	\$0	\$0	\$460,000	\$0
Program Total:	\$0		\$460,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was:

Department Overview

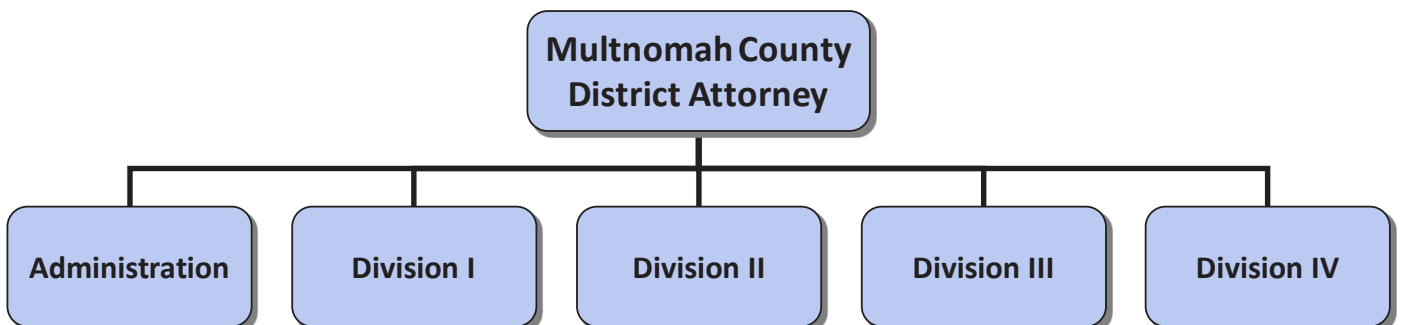
The Multnomah County District Attorney (MCDA) is one agency in a system of many agencies responsible for public safety. MCDA prosecutes people who commit state criminal law violations in Multnomah County. The core work of MCDA is:

- 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 enforcement services.

MCDA's staff of more than 200 people are dedicated to this work. All staff employed by MCDA are expected to maintain the highest possible ethical standards.

MCDA is generally organized by units defined by types and seriousness of crimes, and by functions, such as pretrial review, victims assistance, and enforcing child and spousal support decrees. Attorneys who join MCDA typically begin in the unit handling misdemeanor crimes and advance to felony trial units as they gain experience. Domestic violence and cases involving juvenile defendants are among MCDA's specialized units. Many administrative positions support MCDA's participation in legal proceedings such as scheduling, subpoenaing witnesses, and supporting the grand jury.

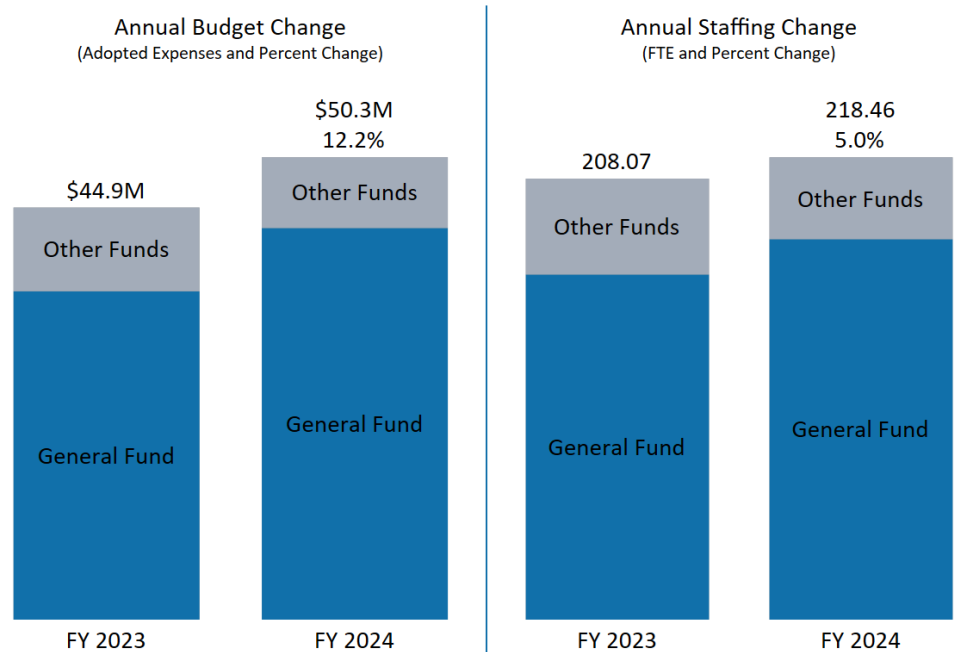
MCDA collaborates extensively with judiciary, law enforcement, and public safety partners. It is critical for MCDA to have adequate staffing to contribute its experience, data analysis, and research to partner-led efforts. MCDA's responsibilities and actions generate extraordinary demands for public information. Maintaining public support for criminal justice reform and effective implementation of reform measures requires a greater level of transparency, responsiveness, and dialogue.



Budget Overview

The FY 2024 Adopted budget for the Multnomah County District Attorney (MCDA) is \$50.3 million, a \$5.5 million increase from the FY 2023 Adopted budget. The FY 2024 Adopted budget is comprised of 84.7% General Fund and 15.3% Other Funds.

The General Fund increased by \$6.9 million (19.3%) and had a net increase of 16.69 FTE. Personnel costs represent 81.9% of MCDA’s General Fund expenses. Other Funds decreased by \$1.4 million (15.6%), which is primarily attributable to General Fund backfill of programs previously funded by American Rescue Plan (ARP) funds and service contracts transferred from Other Funds to the General Fund.



MCDA’s FY 2024 budget contains \$942,073 of new General Fund, both ongoing and one-time-only, for 5.00 FTE to address increased domestic violence (15102B) and gun violence cases (15304B/C). This funding continuing activities previously funded by the American Rescue Plan (ARP). Additionally, the FY 2024 budget contains \$800,996 and 5.00 FTE for task forces focused on organized retail theft (15301C) and auto theft (15301D). \$350,000 and 3.00 FTE of the task force funding is provided by the City of Portland.

The FY 2024 General Fund budget also includes \$1.9 million in one-time-only funding for the following.

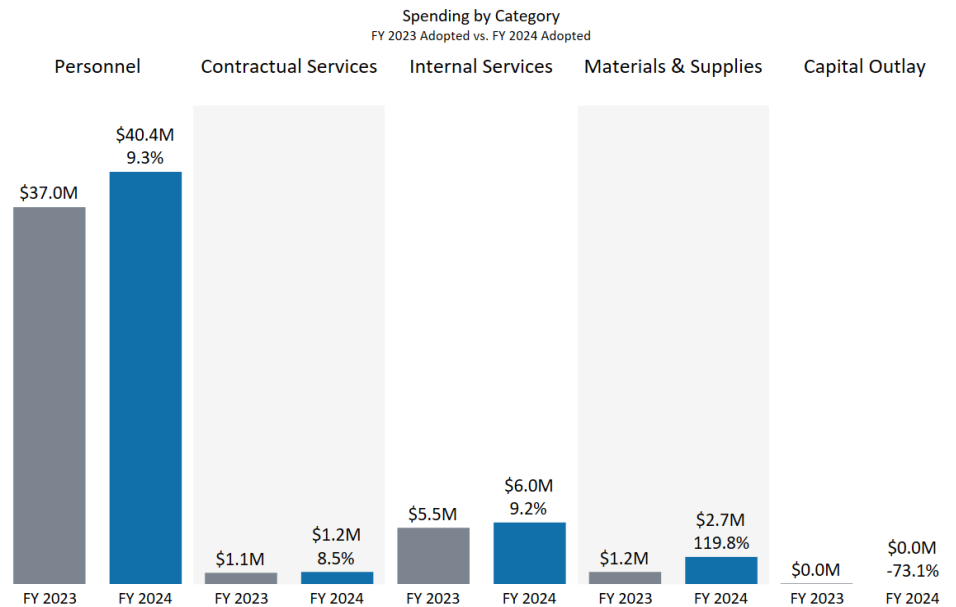
- IT - Case Tracking System - DCA Cash Transfer (15002B) \$643,257
- IT - Case Tracking System - OTO (15002C) \$916,251
- Expand MAAP by 1.00 FTE DDA3 in North Portland (15207C) \$274,000
- COMPASS Pilot Program (15207D) \$70,000

A list of all one-time-only programs can be found in the Budget Director’s Message.

Budget Overview (Continued)

MCDA is also adding two additional Deputy District Attorneys (15206B and 15207B) through service contracts with Gresham PD, Portland Police Bureau, and the Port of Portland.

The chart below provides a breakdown of the budget’s expense categories from FY 2023 to FY 2024. Personnel services is the largest component of the District Attorney’s budget. Materials & Supplies had the largest percent increase between FY 2023 and FY 2024.



Budget Trends	FY 2022	FY 2023	FY 2023	FY 2024	Difference
	Actual	Current Estimate	Adopted Budget	Adopted Budget	
Staffing FTE	198.76	208.07	208.07	218.46	10.39
Personnel Services	\$32,574,166	\$35,308,035	\$36,992,217	\$40,421,753	\$3,429,536
Contractual Services	1,414,216	1,954,460	1,111,350	1,205,864	94,514
Materials & Supplies	1,112,696	985,399	1,222,525	2,687,322	1,464,797
Internal Services	5,096,268	5,125,467	5,512,041	6,020,073	508,032
Capital Outlay	0	0	45,000	12,092	(32,908)
Total Costs	\$40,197,346	\$43,373,361	\$44,883,133	\$50,347,104	\$5,463,971

Successes and Challenges

Since the start of FY 2023, MCDA has achieved convictions holding defendants accountable in felony and misdemeanor cases. In FY 2022, law enforcement referred nearly 12,000 cases to MCDA. MCDA reviewed these cases and issued charges in 6,600 cases. Midway through FY 2023, MCDA has received approximately 5,500 cases from law enforcement and issued charges in more than 3,000 cases.

Accountability has many facets. Establishing the facts of a crime beyond a reasonable doubt is the foundation. Determining intent, criminal history, and the needs of the victim informs the appropriate punishment and/or opportunity for rehabilitation through diversion programs. Resolutions that lower recidivism have the greatest return to public safety. Contributing to successful accountability requires understanding the dynamics of each individual case.

Nowhere is this work more evident than in the Strategic Treatment and Engagement Program (STEP) Court, which began operation in November 2021. This Court is focused on reducing racial disparities in punishment of crimes subject to mandatory sentencing such as assault. It brings together court, probation and community resources. The STEP program uses risk and needs assessments to determine how much supervision, behavioral health treatment, court and other supports needed to prevent a defendant from reoffending. The program is achieving a remarkable decrease in recidivism.

Accountability is also at the center of the work of the Justice Integrity Unit (JIU). Fully staffed in FY 2023, this unit reviewed a historic number of commutation and clemency requests to Governor Brown. The JIU received more than 300 requests for resentencing in accordance with SB 819, which provides an avenue to address claims of innocence, cases of excessive sentencing and collateral consequences. MCDA moved its expungement work into the JIU and the unit is reviewing a record number of expungement requests.

The newly established Multnomah Attorney Access Program (MAAP) is helping to establish MCDA's presence in the community. MAAP helps MCDA prioritize community concerns and share information about MCDA's successful prosecutions, the policies that guide charging decisions, and the evidence that supports alternatives to incarceration.

MCDA continues to make policy changes to address disparate impacts of the criminal legal system on people of color and people with low incomes. For example, MCDA recently adopted a new policy to assure that a defendant's immigration status does not result in disproportionate punishment.

The profound social disruption that emerged during the response to the COVID pandemic continues to place incredible demands on the criminal legal system. Felony cases continue to climb. Pre-pandemic MCDA had an average of 38 open felony cases per prosecutor. At the end of December 2022, MCDA had an average of 99 open felony cases per prosecutor. Consequences of these staggering caseloads include frustrated victims, survivors, and witnesses as well as burnout and resignations of MCDA staff.

COVID-19 & American Rescue Plan

MCDA's caseloads began to build during the pandemic shutdown when court operations ground to a halt. The number of cases disposed of each month has not recovered to pre-pandemic levels. As noted above, caseloads are among the factors that have negatively impacted MCDA's ability to retain staff. Turnover appears to have peaked in late 2021 but is still above pre-pandemic levels. Some critical support functions, such as discovery, have been operating in a crisis mode for months due to turnover.

Additional staffing for gun violence and domestic violence cases provided by the American Rescue Plan has helped to address the historically large caseloads in these areas. General fund support for these positions is among MCDA's top priorities for its FY 2024 budget.

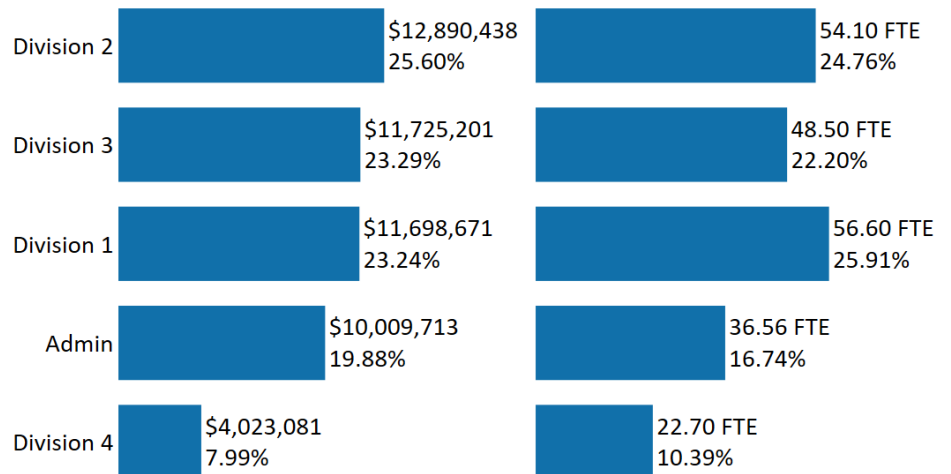
Diversity, Equity, and Inclusion

The MCDA workforce is more racially diverse than the County as a whole. More than 30 percent of prosecutors are BIPOC and 21 percent of those are women. Among non-prosecutor employees, more than 33 percent are BIPOC and most are women as are most white non-prosecutor employees.

FY 2023 marked the first year MCDA was funded to have an Equity Manager position. After an extensive search, the position was filled in October 2022. This month MCDA completed its first Equity and Wellness Survey to establish a baseline understanding of employee inclusion. The equity manager led two DEI trainings for MCDA's executive leadership, including discussion of survey results. With the support and co-facilitation of the County's Organizational Learning group, MCDA managers are participating in manager coaching circles. The equity manager is collaborating with MCPAA and AFSME representatives to develop a Harm Response Protocol. Equity and microaggression training for frontline staff are planned this fiscal year.

Budget by Division

Division Name	FY 2024 General Fund	Other Funds	Total Division Cost	Total FTE
Administration	\$9,818,014	\$191,699	\$10,009,713	36.56
Division I	8,067,375	3,631,296	11,698,671	56.60
Division II	11,967,261	923,177	12,890,438	54.10
Division III	10,619,079	1,106,122	11,725,201	48.50
Division IV	<u>2,195,077</u>	<u>1,828,004</u>	<u>4,023,081</u>	<u>22.70</u>
Total Multnomah County District Attorney	\$42,666,806	\$7,680,298	\$50,347,104	218.46



Administration

The Administrative Division sets policy and provides leadership, coordination, and resource allocation for MCDA. Its goals are to prioritize keeping communities safe and thriving, assist victims of crime, and build community trust in the local criminal legal system. Administration includes:

- Management Services provided by the executive leadership team including the District Attorney, First Assistant, Chief Deputies, Policy Director, Communications Director, Administrative Manager, Finance Manager, Equity Manager and Information Technology Manager.
- Reception services for MCDA facilities.
- Information Technology unit which supports desktop computers, software applications, and servers; maintains the Document Management System and the Juvenile/Adult CRIMES management systems; and provides data analysis.
- Finance unit which manages accounts payable/receivable, accounting, travel and training arrangements, fiscal reporting, budget preparation, grant reporting/monitoring, purchasing, and contracts.
- Human Resources which leads recruitment; payroll; and benefits administration.
- Records/Discovery which fulfills the MCDA's statutory responsibility to provide case-specific discovery documents and provides file storage and retrieval for the entire office.

Significant Changes

Staff turnover has caused a larger workload for the Human Resources function and also requires management attention to strategies to attract and retain attorneys and administrative staff. Key executive team positions such as Finance Manager and Communications Director have turned over this fiscal year.

The addition of an Equity Manager, funded for the first time in FY 2023, is helping MCDA identify where inclusive practices need to be developed.

MCDA leadership developed a mission and values for the agency and are engaged in strategies to communicate this work throughout the organization.

Implementation of a new case tracking system is planned for FY 2024.

Division I

Division I addresses crimes against 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 and family members who are victims of sexual assault. Division I also promotes youth reformation and accountability and assists families in receiving essential funds. Division I comprises four units, which consist of approximately 25 attorneys, 15 staff members, and 12 interns. Division I units are:

- The 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.
- Juvenile Unit prosecutes criminal conduct by juveniles ranging from misdemeanors to felonies to homicides and seeks restitution for victims. This unit strives to keep youth out of the adult criminal system through community supervision and diversion.
- The Misdemeanor Trial Unit (MTU) prosecutes all misdemeanor crimes except those involving domestic violence. Common misdemeanor offenses are driving under the influence of intoxicants (DUI), resisting arrest, assault, sex abuse, theft, prostitution, stalking, trespass, strangulation and disorderly conduct. Cases handled by MTU are either diverted into a specialty court program or they are set for trial. Racial minorities are overrepresented within the criminal justice system in the arrest and prosecution of low-level transportation, property, and public order offenses. The Misdemeanor Trial Unit promotes equity of outcomes through alternative dispositions for these types of offenses.
- Child Support Enforcement – Establishes and enforces child support and medical support orders to provide for children and families. This unit collected more than \$28 million dollars for children and families in FY 2022.

Significant Changes

Caseloads remain at a historically high level. In FY 2024, previously ARP funded Domestic Violence Case Management program offer will be backfilled with one-time-only General fund (15102B).

In order to meet the FY 2024 General Fund constraint, one Deputy District Attorney 1 position has been reduced in the Misdemeanor Trial Unit in the FY 2024 Budget.

Division II

Division II is comprised of three units: 1) Unit C, 2) the Strategic Prosecution and Services Unit, and 3) the Pretrial Unit. The responsibilities of each unit are as follows:

- **Unit C** is a major felony trial unit responsible for prosecuting a variety of 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 **Strategic Prosecution and Services Unit (SPSU)** reviews cases that stem from neighborhood-specific concerns and is responsible for interfacing with the community regarding localized criminal activity. This unit handles a broad range of cases involving defendants who are high-volume system users. These are cases of high community concern including everything from stolen cars, to serial burglaries and robberies, and even some homicides. The unit's focus is on identifying areas within Multnomah County that experience repeated criminal activity with a high number of calls from community members for law enforcement assistance. Multnomah County Access Program (MAAP) attorneys, included in this unit, have offices in Old Town/Chinatown and East Portland and are building relationships with stakeholders in these areas including social service providers and local businesses. The SPSU promotes equity of outcomes through alternative dispositions for lower level offenses with a focus on mental health services and/or drug treatment when appropriate.
- 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.

Significant Changes

Division II continues to manage a large increase in firearms-related offenses and homicides. A Deputy District Attorney 3 position moved from the Pretrial Unit in Division II to the Justice Integrity Unit (JIU) in the Administrative Division to better align expungement and post-conviction relief work. The Gresham misdemeanor Deputy District Attorney moved from SPSU to Pretrial to increase supervision efficiencies. Port of Portland, City of Gresham, and City of Portland service contracts increased Division II's FTE by 2.00. The MCDA Access Attorney Program (MAAP) expanded by 1.00 FTE DDA 3 (15207C) plus additional funding for the warrant clearing COMPASS pilot program (15207D). To meet the FY 2024 General Fund constraint, one Deputy District Attorney 1 position has been reduced in the Pretrial Unit.

Division III

Division III consists of Unit D, the Multi-Disciplinary Team, and Unit A/B. More specifically:

- Unit D – Violent Persons and Gun Crimes – is a felony trial unit prosecuting some of the most serious crimes in Multnomah County, including hate and bias crimes, homicides, shootings, assaults and certain sex offenses. The survivors and victims of these crimes and the offenders are disproportionately members of the BIPOC and LGBTQ communities. People without a known home address (likely houseless) comprise about 30 percent of homicide victims.
- The Multi-Disciplinary Team consists of specially trained experienced prosecutors working closely with investigators, advocates, physicians and other team members to help children and families impacted by physical and sexual violence. Culturally appropriate best practices are utilized to achieve good outcomes.
- Unit A/B – Property/Drugs/Human Trafficking – is a felony trial unit with a senior prosecutor focusing on intervention on behalf of trafficking survivors, most of whom are minors. Felony theft, including auto theft and organized retail theft are charged in this unit. Prosecutors seek court supervised drug, alcohol and mental health treatment for the majority of offenders.

Significant Changes

Unit D continues to cope with a large number of homicide cases. There were more homicides in FY 2023 than the prior fiscal year, and these recent years represent a significant increase over historic patterns.

Detaining defendants pre-trial now frequently requires an evidentiary hearing, adding to the workload necessary to ensure that people who are a danger to the community are held in jail.

In FY 2024, previously ARP funded Gun Violence Case Management program offer will be backfilled with both ongoing General fund (PO 15304B) and one-time-only General fund (PO 15304C).

In FY 2024, two new program offers have been funded:

- PO 15301C - Organized Retail Theft Task Force - Funds 1.00 FTE Deputy District Attorney 2, 1.00 FTE District Attorney Investigator, and 0.50 FTE Legal Assistant 2
- PO 15301D - Auto Theft Task Force - Funds 1.00 FTE Deputy District Attorney 2, 1.00 FTE District Attorney Investigator, and 0.50 FTE Legal Assistant 2

Division IV

Division IV comprises 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

Both VAP and Investigations are impacted by MCDA's historically large caseload. Moreover, as the backlog increases, the amount of time needed to resolve cases, VAP and Investigations must maintain relationships and the whereabouts of key witnesses over a longer period of time. VAP has proposed eliminating assistance to victims of some lower level cases in order preserve quality of service to victims of more serious crimes.

Multnomah County District Attorney

fy2024 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 2024 General Fund	Other Funds	Total Cost	FTE
Administration					
15000	Management Services	\$2,255,433	\$0	\$2,255,433	8.00
15001	Administrative Support Services	811,510	0	811,510	3.00
15002A	Information Technology	2,337,555	0	2,337,555	9.00
15002B	Information Technology - Case Tracking System – DCA Cash Transfer	643,257	0	643,257	0.00
15002C	Information Technology - Case Tracking System – OTO	916,251	0	916,251	0.00
15003	Finance/Human Resources	1,133,274	0	1,133,274	6.00
15004	Records/Discovery	818,535	0	818,535	7.00
15013	MCDA Research & Planning Unit	206,467	0	206,467	1.00
15021	Justice Integrity Unit	695,732	191,699	887,431	2.56
Division I					
15100	Division I Administration	419,018	0	419,018	1.00
15101	Juvenile Unit	1,972,986	0	1,972,986	9.00
15102A	Domestic Violence Unit	2,250,262	133,325	2,383,587	11.00
15102B	Domestic Violence Case Management OTO	195,805	0	195,805	1.00
15104	Child Support Enforcement	1,026,031	3,497,971	4,524,002	23.60
15105A	Misdemeanor Trial Unit	2,203,273	0	2,203,273	11.00
Division II					
15200	Division II Administration	441,979	0	441,979	1.00
15201	Unit C	3,281,935	0	3,281,935	12.00
15204A	Pretrial	4,065,395	0	4,065,395	20.10
15205A	Body Worn Cameras - Gresham	506,901	0	506,901	2.50
15206A	Strategic Prosecution Unit	1,740,298	923,177	2,663,475	10.50
15206B	Strategic Prosecution Unit – Port of Portland Contract Funded FTE	313,467	0	313,467	1.00
15207A	MCDA Access Attorney Program (MAAP)	999,286	0	999,286	5.00
15207B	MCDA Access Attorney Program (MAAP) – Gresham PD & Portland Police Contract Funded FTE	274,000	0	274,000	1.00
15207C	Expand MAAP by 1.00 FTE DDA3 in North Portland	274,000	0	274,000	1.00
15207D	COMPASS Pilot Program	70,000	0	70,000	0.00

Multnomah County District Attorney

fy2024 adopted budget

Prog. #	Program Name	FY 2024 General Fund	Other Funds	Total Cost	FTE
Division III					
15300	Division III Administration	432,756	0	432,756	1.00
15301A	Unit A/B - Property/Drugs/Human Trafficking	4,082,252	153,684	4,235,936	19.50
15301B	Unit A/B – Restoration of DDA 2 Position	228,586	0	228,586	1.00
15301C	Organized Retail Theft Task Force	400,498	0	400,498	2.50
15301D	Auto Theft Task Force	400,498	0	400,498	2.50
15304A	Unit D – Violent Person Crimes	2,919,990	0	2,919,990	11.00
15304B	Unit D – Gun Violence Case Management	373,134	0	373,134	2.00
15304C	Unit D – Gun Violence Case Management OTO	373,134	0	373,134	2.00
15309	MDT - Child Abuse Unit	1,408,231	952,438	2,360,669	7.00
Division IV					
15400	Division IV Administration	275,110	0	275,110	1.00
15401	Victims Assistance Program	874,677	1,828,004	2,702,681	16.70
15402	Investigations	<u>1,045,290</u>	<u>0</u>	<u>1,045,290</u>	<u>5.00</u>
Total Multnomah County District Attorney		\$42,666,806	\$7,680,298	\$50,347,104	218.46

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Department: District Attorney

Program Contact: Mike Schmidt

Program Offer Type: Administration

Program Offer Stage: 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 Description

The DA is the ultimate authority responsible for prosecution of crime. The District Attorney (DA) and executive staff are responsible for leading 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 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. 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 Administration unit includes external and internal communications.

The office initiates and oversees Continuing Legal Education (CLE) sessions attended by attorney personnel. The DA 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.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of cases received.	11,952	18,843	11,126	12,000
Outcome	DA engagements with underrepresented groups.	62	52	66	60

Performance Measures Descriptions

MCDA working with law enforcement partners to understand the factors driving fewer cases received than estimated and whether these factors will persist. Factors include PPB staffing and policy.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,770,187	\$0	\$1,947,412	\$0
Contractual Services	\$86,727	\$0	\$86,727	\$0
Materials & Supplies	\$19,500	\$0	\$19,500	\$0
Internal Services	\$205,610	\$0	\$201,794	\$0
Total GF/non-GF	\$2,082,024	\$0	\$2,255,433	\$0
Program Total:	\$2,082,024		\$2,255,433	
Program FTE	8.00	0.00	8.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 15000 Management Services

Department: District Attorney **Program Contact:** Jamila Williams
Program Offer Type: Support **Program Offer Stage:** 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, and 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 Description

Main Office Reception: Staff guide and assist victims 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 or other court proceedings. 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 sanctions, profiles e-recog sheets, enters discovery fees into CRIMES, maintains phone lists and the mail guide for MCDA, 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, have extensive communication with victims and witnesses regarding trials, hearings, and meetings. Provide support for trial 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, START (Success through Accountability, Restitutions, and Treatment) and MCJRP (Multnomah County Justice Reinvestment Program) cases. They process subpoenas, close files, 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Witness (Subpoena) Fees paid	111	900	150	150
Outcome	Amount paid in Witness (Subpoena) Fees	\$2,059	\$6,000	\$1,300	N/A
Outcome	Percent of staff who are solely in non-attorney positions.				

Performance Measures Descriptions

MCDA proposes to discontinue Performance Measure 2 and replace with a measure intended to assess whether MCDA leverages investment in attorney positions with appropriate administrative support.

Legal / Contractual Obligation

ORS 8.850 - Offices, supplies, and stenographic assistance for district attorneys and deputies. Each county shall provide the district attorney and any deputies for such county with such office space, facilities, supplies, and stenographic assistance as is necessary to perform efficiently the duties of such office. [1953 c.652 S3]

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$315,393	\$0	\$325,195	\$0
Contractual Services	\$66,200	\$0	\$66,200	\$0
Materials & Supplies	\$314,500	\$0	\$341,624	\$0
Internal Services	\$67,496	\$0	\$78,491	\$0
Total GF/non-GF	\$763,589	\$0	\$811,510	\$0
Program Total:	\$763,589		\$811,510	
Program FTE	3.00	0.00	3.00	0.00

Program Revenues				
Other / Miscellaneous	\$785,925	\$0	\$938,157	\$0
Total Revenue	\$785,925	\$0	\$938,157	\$0

Explanation of Revenues

\$938,157 Department indirect revenue

Significant Program Changes

Last Year this program was: FY 2023: 15001 Administrative Support Services

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	2023	2023	2024	2024
Personnel	\$1,426,064	\$166,870	\$1,725,232	\$0
Contractual Services	\$35,500	\$0	\$35,500	\$0
Materials & Supplies	\$395,125	\$0	\$410,125	\$0
Internal Services	\$179,986	\$0	\$154,606	\$0
Capital Outlay	\$45,000	\$0	\$12,092	\$0
Total GF/non-GF	\$2,081,675	\$166,870	\$2,337,555	\$0
Program Total:	\$2,248,545		\$2,337,555	
Program FTE	8.00	1.00	9.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 15002A Information Technology

This year's program adds a System Administrator to manage high level system administration duties. This position was previously budgeted in the Child Support Enforcement Unit and funded by SED Incentive Funding. When the duties of this position were no longer grant-centered, general funds were reallocated to continue funding, so that this position could continue mission-critical IT work.

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	2023	2023	2024	2024
Contractual Services	\$0	\$722,087	\$0	\$0
Materials & Supplies	\$0	\$0	\$643,257	\$0
Total GF/non-GF	\$0	\$722,087	\$643,257	\$0
Program Total:	\$722,087		\$643,257	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$643,257	\$0
Beginning Working Capital	\$0	\$722,087	\$0	\$0
Total Revenue	\$0	\$722,087	\$643,257	\$0

Explanation of Revenues

Funding for the case tracking software replacement is funded partially with Department of County Assets Information Technology Capital Fund (2508).

Significant Program Changes

Last Year this program was:

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	2023	2023	2024	2024
Personnel	\$0	\$0	\$159,508	\$0
Materials & Supplies	\$0	\$0	\$756,743	\$0
Total GF/non-GF	\$0	\$0	\$916,251	\$0
Program Total:	\$0		\$916,251	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: District Attorney

Program Contact: Jamila Williams

Program Offer Type: Support

Program Offer Stage: 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 New Employee Orientation (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 Description

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. This program contributes to Multnomah County's Climate Action Plan by purchasing green products and supplies for the entire office and by working to reduce paper usage throughout the office. The office uses 100% recycled paper products.

The HR unit provides support to MCDA in many different areas including: employee and labor relations, recruitment and selection, internal investigations, personnel file maintenance, classification and compensation, management consultation, discipline and grievances, reasonable accommodation requests, and leave administration. The HR unit provides support to MCDA with regard to Workday questions and assistance. The HR unit supports managers and supervisors with contract interpretation, performance management consultation, and facilitates MCDA's 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 responding to inquiries.

This program contributes to all objectives of Multnomah County's Workforce Equity Strategic Plan (WESP), including leading the development and implementation of the WESP objectives in the MCDA.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of employees supported	219	215	236	220
Outcome	Percent of new staff identified as BIPOC.	31%	31%	40%	33%
Output	Number of new hires	95	25	50	30

Performance Measures Descriptions

MCDA is working to retain employees. If successful, this will reduce the number of new hires. However, MCDA maintains goals for the racial and ethnic diversity of new hires that exceed those of the county population as a whole.

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 8.850 - 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.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$861,860	\$0	\$988,296	\$0
Contractual Services	\$11,500	\$0	\$11,500	\$0
Materials & Supplies	\$9,750	\$0	\$9,750	\$0
Internal Services	\$112,492	\$0	\$123,728	\$0
Total GF/non-GF	\$995,602	\$0	\$1,133,274	\$0
Program Total:	\$995,602		\$1,133,274	
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 2023: 15003 Finance/Human Resources

The Equity Manager position that was newly purchased in FY 2023 in PO 15023 - Equity Manager is moved to this program offer.

Department: District Attorney

Program Contact: Jamila Williams

Program Offer Type: Support

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

The discovery component of this program supports 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 Description

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 also handles and manages discovery of body worn camera footage for at least two law enforcement 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of Discovery packets	15,279	13,500	11,756	12,000
Outcome	Total Discovery revenue	\$271, 574	\$370,000	\$219,000	\$250,000

Performance Measures Descriptions

Discovery packets are reports, photos, forensic results, audio, and video evidence which is required to be provided to the defense after arraignment. In FY 2023, MCDA launched electronic discovery to increase the efficiency of this function.

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	2023	2023	2024	2024
Personnel	\$613,877	\$0	\$642,058	\$0
Contractual Services	\$17,000	\$0	\$17,000	\$0
Materials & Supplies	\$23,000	\$0	\$25,970	\$0
Internal Services	\$156,867	\$0	\$133,507	\$0
Total GF/non-GF	\$810,744	\$0	\$818,535	\$0
Program Total:	\$810,744		\$818,535	
Program FTE	6.97	0.00	7.00	0.00

Program Revenues				
Service Charges	\$380,000	\$0	\$228,605	\$0
Total Revenue	\$380,000	\$0	\$228,605	\$0

Explanation of Revenues

\$205,105 Office of the Oregon Public Defense Services (OPDS) charges for records/discovery. Calculated by FY 2023 mid-year actuals.

\$23,500 Non-OPDS charges for records/discovery. Calculated by FY 2023 mid-year actuals.

Significant Program Changes

Last Year this program was: FY 2023: 15004 Records/Discovery

Department: District Attorney **Program Contact:** Caroline Wong
Program Offer Type: Existing **Program Offer Stage:** Adopted

Related Programs:
Program Characteristics:
Executive Summary

Decision making at MCDA must be informed by up-to-date, accurate data. MCDA 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. This unit provides the data, analysis and reporting necessary for this work. 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.

Program Description

The on-going work of the Research and Planning Unit enhances the ability of the District Attorney to make evidence-based decisions and reinforces the County's long standing commitment to data analysis. This unit 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 insight helps to inform policy decision-making in important areas such as to strategically address disparities within the County. Additionally, MCDA endeavors 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.

Ever agile, court and program closures during the pandemic shifted the unit's analysis/research duties to Covid-19 related data requests, ad hoc requests, and dashboard creation/maintenance covering various prosecution metrics (e.g. protest cases, gun violence, hate crimes, etc.). In FY 2022 MCDA significantly increased the number of data dashboards available to the public on its website. MCDA has joined a handful of DA offices across the country in partnering with universities to rethink how to measure prosecutorial performance. The launch of the Gun Violence, Hate Crimes and Prosecutorial Performance Indicator dashboards have already made MCDA one of the most transparent DA offices in the nation. The increased transparency will enable MCDA and partner agencies to more readily identify success and opportunities for improvement to make sure the criminal legal system is functioning and equitable for Multnomah County.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Data analysis reports, data tasks or dashboard creation	290	260	600	500
Outcome	Number of dashboard updates	90	150	128	130
Outcome	Number of MCDA website pages dedicated to sharing prosecution metrics (new measure)	26	N/A	28	30

Performance Measures Descriptions

The rise in gun violence and MCDA's focus on transparency and accountability created the need to create and maintain several new public-facing data dashboards including a gun violence prosecutions dashboard, a bias crimes dashboard, over 30 Prosecutorial Performance Indicators, and several internal dashboards to monitor prosecution work and outcomes.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$171,719	\$0	\$186,313	\$0
Materials & Supplies	\$1,000	\$0	\$1,000	\$0
Internal Services	\$22,499	\$0	\$19,154	\$0
Total GF/non-GF	\$195,218	\$0	\$206,467	\$0
Program Total:	\$195,218		\$206,467	
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 2023: 15013 MCDA Research & Planning Unit

Department: District Attorney

Program Contact: Mike Schmidt

Program Offer Type: Existing

Program Offer Stage: 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 reviews and, when necessary and appropriate, seeks 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. This unit works closely with defense attorneys and community groups to identify appropriate cases for this unit to consider. This program 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.

Program Description

More than 45 jurisdictions across the country have established Justice Integrity Units (JIUs) as a mechanism for scrutinizing past cases. MCDA's JIU addresses all issues that arise after conviction and sentencing including, but not limited to, post conviction relief (PCR) hearings, motions to set aside convictions (expungements), Psychiatric Security Review Board (PSRB) Hearings, Parole Board Hearings, and reviewing clemency petitions. The JIU investigates claims of actual innocence, and instances where prosecutorial or law enforcement misconduct is alleged that is uncovered post-conviction. The JIU maintains and updates 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 the JIU is that MCDA will address disparity in the criminal legal system. JIU tracks 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.

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.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Justice Integrity Unit cases	N/A	60	550	N/A
Outcome	Number of clemency petitions reviewed and MCDA position (support/oppose) determined.	N/A	60	200	60
Outcome	Number of applications screened for eligibility for resentencing under SB 819.	N/A	N/A	80	60
Outcome	Number of expunged convictions	6,422	N/A	6,500	5,000

Performance Measures Descriptions

MCDA proposes to replace Performance Measure 1 with more precise measures. The Justice Integrity Unit is handling several types of cases. 1)The Governor's office asks for MCDA's opinion on petitions for clemency. In the final months of Governor Brown's term, there was a surge of those requests. 2) MCDA accepts applications for resentencing under SB 819. These include claims of innocence, over-sentencing and collateral consequences. 3) Expungements are now conducted by JIU.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$394,248	\$160,361	\$625,491	\$153,740
Materials & Supplies	\$6,223	\$0	\$6,223	\$0
Internal Services	\$22,499	\$0	\$64,018	\$37,959
Total GF/non-GF	\$422,970	\$160,361	\$695,732	\$191,699
Program Total:	\$583,331		\$887,431	
Program FTE	2.00	0.56	2.10	0.46

Program Revenues				
Intergovernmental	\$0	\$160,361	\$0	\$191,699
Total Revenue	\$0	\$160,361	\$0	\$191,699

Explanation of Revenues

This program generates \$37,959 in indirect revenues.
 \$191,699 Edward Byrne Justice Assistance Grant (JAG) pass through from City of Portland - funds 0.46 FTE of a DDA4 + \$37,959 indirect expense.

Significant Program Changes

Last Year this program was: FY 2023: 15021A Justice Integrity Unit

The 1.56 FTE that were purchased, in the expansion program offer B in FY 2023, have been moved to this original program offer.

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	2023	2023	2024	2024
Personnel	\$367,284	\$0	\$396,600	\$0
Materials & Supplies	\$3,000	\$0	\$3,000	\$0
Internal Services	\$22,499	\$0	\$19,418	\$0
Total GF/non-GF	\$392,783	\$0	\$419,018	\$0
Program Total:	\$392,783		\$419,018	
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 2023: 15100 Division I Administration

Department: District Attorney

Program Contact: Glen Banfield

Program Offer Type: Existing

Program Offer Stage: 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. With the adoption of SB 1008 in 2019, youth ages 15, 16 and 17 charged with violent felonies such as murder, rape and serious assaults, are prosecuted by the Juvenile unit, including, when appropriate, seeking waiver to adult court. This program seeks to reduce disparities by diverting youth out of the system while still providing for reformation and restitution for victims.

Program Description

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. MCDA has been engaged with system partners on the Center for Juvenile justice Reform Transforming Juvenile Probation. As a result of this project MCDA started a new level of informal handling, taking youth who would otherwise had a formal charge allowing them to proceed with informal handling with a step up in supervision and services.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Cases reviewed.	715	1,590	636	1,000
Outcome	Cases diverted from formal system involvement.	105	400	116	120

Performance Measures Descriptions

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	2023	2023	2024	2024
Personnel	\$1,771,454	\$0	\$1,742,817	\$0
Contractual Services	\$3,000	\$0	\$3,000	\$0
Materials & Supplies	\$27,000	\$0	\$27,000	\$0
Internal Services	\$202,484	\$0	\$200,169	\$0
Total GF/non-GF	\$2,003,938	\$0	\$1,972,986	\$0
Program Total:	\$2,003,938		\$1,972,986	
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 2023: 15101 Juvenile Unit

Department: District Attorney

Program Contact: Glen Banfield

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

Domestic violence is a serious social, economic and public health concern. The DV unit prosecutes felony and misdemeanor crimes including physical and sexual assaults, homicides and violations of restraining orders. Additionally, this unit staffs Mental Health court as an intervention that is alternative to incarceration for those whose criminal episode was in response to their underlying mental illness and who can be safely supervised in the community with appropriate structure and supports. 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 Description

This program prosecutes family or intimate partner violence including physical and sexual assaults, 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. Statistics and experience show that underserved communities--people of color, immigrants, refugees, people with limited English proficiency, differently abled individuals, those without stable housing, the elderly, and LGBTQIA+ community--are disproportionately impacted by domestic violence. The unit has a DDA partially funded by the Violence Against Women Act (VAWA). The VAWA DDA works closely with underserved populations to coordinate services with law enforcement and advocates to ensure long term victim safety. Additionally, 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. 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 DDA is also an executive committee member for the Family Violence Coordination Council, the DV Fatality Review and the DV court workgroup. This program offers deferred sentencing where first time offenders earn a dismissal of charges with successful completion of a highly supervised program that includes batterer's intervention strategies and counseling. This unit is a resource for training community partners, state and local law enforcement agencies. The unit dedicates a full time attorney to Mental Health Court to staff an intervention that is alternative to incarceration for those whose criminal episode was in response to their underlying mental illness and who can be safely supervised in the community.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	All DV cases reviewed (felony, misdemeanor, violation of restraining order).	2,419	3,100	1,878	2,500
Outcome	Percentage of presumptively prison-eligible defendants diverted from prison to community supervision.	68%	65%	63%	65%
Output	Number of underserved victims/survivors served through case consultation/contacts-VAWA	234	364	250	250
Outcome	Numbers of offenders charged/prosecuted for harming underserved community members-VAWA	329	364	212	212

Performance Measures Descriptions

The goal in the DV Unit is to keep families safe and interrupt intergenerational cycles of violence. The Violence Against Women Act (VAWA) deputy is a federally-funded program that targets services toward underserved community populations in Multnomah County.

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	2023	2023	2024	2024
Personnel	\$2,040,271	\$67,797	\$1,963,560	\$109,579
Contractual Services	\$48,000	\$0	\$48,000	\$0
Materials & Supplies	\$27,000	\$0	\$27,000	\$0
Internal Services	\$247,481	\$12,412	\$211,702	\$23,746
Total GF/non-GF	\$2,362,752	\$80,209	\$2,250,262	\$133,325
Program Total:	\$2,442,961		\$2,383,587	
Program FTE	10.63	0.37	10.41	0.59

Program Revenues				
Intergovernmental	\$0	\$80,209	\$0	\$133,325
Total Revenue	\$0	\$80,209	\$0	\$133,325

Explanation of Revenues

This program generates \$23,746 in indirect revenues.

\$133,325 Federal thru State Stop Violence Against Women (VAWA) Formula Competitive Grant - funds 0.59 FTE of a DDA2 + \$23,746 indirect expense.

Significant Program Changes

Last Year this program was: FY 2023: 15102 Domestic Violence Unit

Department: District Attorney **Program Contact:** Glen Banfield
Program Offer Type: New **Program Offer Stage:** Adopted

Related Programs:

Program Characteristics: Backfill State/Federal/Grant, One-Time-Only Request

Executive Summary

This program funds an additional prosecutor to save lives and minimize the harmful life-long effects that domestic violence has on survivors and their children in the County exacerbated by COVID. Pandemic conditions, combined with an increase in domestic violence serious assaults and homicides in the community has lessened the MCDA's domestic violence unit's ability to intervene and make survivors safe and reduced services which promote survivors' physical and mental well-being. This program, which was previously funded by American Rescue Plan (ARP) funding, is now backfilled with one-time-only General funding. It addresses the increased number of unresolved domestic violence cases, which aligns with the County's goal to end domestic violence and foster equity and reduce disparities for community members.

Program Description

In FY 2020, crimes of domestic violence submitted to the office increased to over 3,000 cases. Moreover, due to the pandemic and court orders to reduce the number of cases tried in Multnomah County, cases for survivors of domestic violence were delayed and created a "backlog" in the domestic violence unit and the court system. Some attorneys carry over 200 open cases not including probation violation matters. This high volume means that less time can be spent on trauma-informed practices, planning for complex legal issues, case preparation and coordinating services. More cases have less desirable outcomes and system confidence is diminished. Victims are less cooperative and more likely to be subject to the coercive influence of the person who physically harmed them--perpetuating the power and control cycle. As of 02/13/2023, there were 337 of DV backlog (direct presents) cases.

The prosecutor funded by this program offer will be dedicated solely to the Domestic Violence Unit. They will serve members of the community and their families who are victims of crimes of domestic violence including sexual assault, stalking or dating violence as well as physical assaults, strangulation, burglary, attempted murder and homicides. This prosecutor will further assist victims through referrals, case consultation, investigative assistance and case review. This prosecutor will reduce the backlog, seek equitable outcomes, and support services that meet the unique needs of domestic violence survivors.

The addition of a prosecutor also increases the unit's ability to work with law enforcement on case follow-up, will lead to more successful prosecution, increased offender accountability and decreased negative health consequences and instability for children and families suffering from domestic violence.

Finally, additional resources will relieve some of the compassion fatigue and secondary trauma on prosecutors currently in the unit who are overworked, overwhelmed and overstressed due to the crushing, emotionally draining cases where high risk/high lethality dynamics have been amplified due to the backlog.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Cases resolved	N/A	109	78	109
Outcome	Percentage decrease in Domestic Violence case backlog	N/A	12%	15%	12%

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	2023	2023	2024	2024
Personnel	\$0	\$191,354	\$195,805	\$0
Total GF/non-GF	\$0	\$191,354	\$195,805	\$0
Program Total:	\$191,354		\$195,805	
Program FTE	0.00	0.00	1.00	0.00

Program Revenues				
Intergovernmental	\$0	\$191,354	\$0	\$0
Total Revenue	\$0	\$191,354	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 15900 ARP - Domestic Violence Case Backlog

Department: District Attorney

Program Contact: Glen Banfield

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:
Executive Summary

The Multnomah County District Attorney’s Support Enforcement Division (SED) establishes, modifies and enforces paternity, child support and medical support orders for the families of Multnomah County as part of the Oregon Child Support Program (OCSP) by working with both parents to provide the financial and emotional 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 Description

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.

The SED carried an average caseload of approximately 7,000 cases and collected approximately \$31 million in FY 2021. It is expected that collections in FY 2022 and FY2023 will decrease as household supports available during COVID are no longer available. 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.

SED operates in two locations, the central courthouse in downtown Portland and the East County Courthouse. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average number of families (cases) assisted each month	6,249	7,584	5,922	5,900
Outcome	Dollars of child support collected (in millions)	\$28	\$32	\$26.5	\$27

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	2023	2023	2024	2024
Personnel	\$845,466	\$2,361,431	\$809,194	\$2,467,762
Contractual Services	\$10,000	\$10,000	\$0	\$7,700
Materials & Supplies	\$29,034	\$29,479	\$20,410	\$52,990
Internal Services	\$183,341	\$920,118	\$196,427	\$969,519
Total GF/non-GF	\$1,067,841	\$3,321,028	\$1,026,031	\$3,497,971
Program Total:	\$4,388,869		\$4,524,002	
Program FTE	4.49	20.11	4.44	19.16

Program Revenues				
Intergovernmental	\$0	\$3,454,395	\$0	\$3,461,690
Beginning Working Capital	\$0	\$33,503	\$0	\$36,281
Total Revenue	\$0	\$3,487,898	\$0	\$3,497,971

Explanation of Revenues

This program generates \$609,292 in indirect revenues.

\$203,194 Direct State General Fund

\$451,702 Federal Through State Incentives

\$36,281 Program Fees (collected in the prior fiscal year and brought forward as Beginning Working Capital)

\$2,806,794 Federal Through State Reimbursement

Significant Program Changes

Last Year this program was: FY 2023: 15104 Child Support Enforcement

A decrease in 2.00 FTE from program: 1.00 FTE vacant support enforcement agent position will not be filled as a result of a retirement; 1.00 FTE in the System Administrator position moved from PO 15104 (Support Enforcement) to 15002 (IT) due to shift in role. The shift from SED to IT results in a shift from Other Funds to General Funds.

Department: District Attorney

Program Contact: Glen Banfield

Program Offer Type: Existing

Program Offer Stage: 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, commercial sexual solicitation, 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. This unit also handles misdemeanor arraignments, specialty and diversion court dockets, and civil commitments.

Program Description

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. Post BM 110, MTU DDA's handle the alternative disposition of misdemeanor drug cases as violations in Community Court to provide the option of drug evaluations and dismissal of drug offenses. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Misdemeanor cases set for trial resolved	458	1,700	394	N/A
Outcome	Misdemeanor cases offered specialty court diversion	367	3,000	196	1,038
Output	Percent of issued misdemeanor cases disposed of within 90 days.	N/A	N/A	N/A	45%

Performance Measures Descriptions

MCDA proposes to substitute Measure 1 with a new measure captured in Measure 3. This measure is publicly available on the Prosecutorial Performance Indicators dashboard on the MCDA website and reflects Department of Justice standards for case disposition.

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	2023	2023	2024	2024
Personnel	\$1,982,972	\$0	\$1,898,400	\$0
Contractual Services	\$14,000	\$0	\$44,000	\$0
Materials & Supplies	\$28,000	\$0	\$28,000	\$0
Internal Services	\$269,980	\$0	\$232,873	\$0
Total GF/non-GF	\$2,294,952	\$0	\$2,203,273	\$0
Program Total:	\$2,294,952		\$2,203,273	
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 2023: 15105 Misdemeanor Trial Unit

1.0 FTE DDA position has been cut in order to meet FY 2024 General Fund constraint. That position is in an out-of-target restoration program offer, PO 15105B - Misdemeanor Trial Unit - Restore DDA Position.

Department: District Attorney

Program Contact: Kirsten Snowden

Program Offer Type: Administration

Program Offer Stage: 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 Strategic Prosecution and Services Unit (SPSU). Collectively these units handle a wide range of crimes, from aggravated murder and armed robbery to shoplifting and chronic 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 access to services. Further, the Division II CDDA monitors plea bargaining practices to ensure consistency and improve equity of outcomes.

Program Description

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 ; 2) the Pretrial Unit: a non-trial unit ; and 3) the Strategic Prosecution and Services Unit: a trial unit prosecuting major and minor felonies. 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 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Division II criminal cases reviewed for prosecution	5,630	10,500	4,790	7,500
Outcome	Number of Division II non-criminal fugitive cases, public record requests, extraditions, and expungements	2,094	3,150	6,566	11,774

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	2023	2023	2024	2024
Personnel	\$367,284	\$0	\$396,600	\$0
Materials & Supplies	\$8,500	\$0	\$8,500	\$0
Internal Services	\$22,499	\$0	\$36,879	\$0
Total GF/non-GF	\$398,283	\$0	\$441,979	\$0
Program Total:	\$398,283		\$441,979	
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 2023: 15200 Division II Administration

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	2023	2023	2024	2024
Personnel	\$2,730,065	\$0	\$2,966,678	\$0
Contractual Services	\$58,250	\$0	\$58,250	\$0
Materials & Supplies	\$23,000	\$0	\$23,000	\$0
Internal Services	\$269,980	\$0	\$234,007	\$0
Total GF/non-GF	\$3,081,295	\$0	\$3,281,935	\$0
Program Total:	\$3,081,295		\$3,281,935	
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 2023: 15201 Unit C

Department: District Attorney

Program Contact: Kirsten Snowden

Program Offer Type: Existing

Program Offer Stage: 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 Description

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.

The East County Courthouse is staffed daily by an Pretrial DDA who is responsible for all misdemeanor trials at that location as well as staffing Community Court, the Driving Under the Influence of Intoxicants (DUII) Diversion docket, and Expedited DUII resolutions.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Misdemeanor cases reviewed for prosecution	4,674	13,000	3,864	5,000
Outcome	Number of applications received to set aside criminal convictions	6,433	2,400	6,500	N/A
Outcome	Number of fugitive cases, extraditions, public records requests and public records appeals.	N/A	N/A	800	874

Performance Measures Descriptions

MCDA is receiving fewer misdemeanor cases from law enforcement. Discussions and analyses are under way to understand if this will continue to be the case or if changes like increased staffing at PPB will impact the number of misdemeanor case referred. MCDA's expungement function (setting aside criminal convictions) is now assigned to the Justice Integrity Unit. MCDA proposes to replace Performance Measure 2 with Performance Measure 3.

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	2023	2023	2024	2024
Personnel	\$3,011,068	\$0	\$3,063,192	\$0
Contractual Services	\$34,000	\$0	\$34,000	\$0
Materials & Supplies	\$29,000	\$0	\$34,155	\$0
Internal Services	\$474,713	\$0	\$934,048	\$0
Total GF/non-GF	\$3,548,781	\$0	\$4,065,395	\$0
Program Total:	\$3,548,781		\$4,065,395	
Program FTE	21.10	0.00	20.10	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 15204 Pretrial

1.0 FTE DDA position has been cut in order to meet FY 2024 General Fund constraint. That position is in an out-of-target restoration program offer, PO 15204B - Pretrial - Restore DDA Position.

Department: District Attorney

Program Contact: Kirsten Snowden

Program Offer Type: Existing

Program Offer Stage: 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 Description

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 7.50 FTE at approximately \$1.3 million to completely accomplish this goal.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Hours of body camera footage reviewed	591	1,000	1,288	1,000
Outcome	Hours of body camera footage received	2,962	4,200	3,220	3,000

Performance Measures Descriptions

Legal / Contractual Obligation

Oregon Constitution: Article VII Section 17. Prosecuting Attorneys. There shall be elected by districts comprised of one, or more counties, a sufficient number of prosecuting attorneys, who shall be the law officers of the State, and of the counties within their respective districts, and shall perform such duties pertaining to the administration of Law, and general police as the Legislative Assembly may direct. Oregon Revised Statute (ORS): 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	2023	2023	2024	2024
Personnel	\$408,133	\$0	\$421,259	\$0
Materials & Supplies	\$11,577	\$0	\$11,577	\$0
Internal Services	\$43,968	\$0	\$74,065	\$0
Total GF/non-GF	\$463,678	\$0	\$506,901	\$0
Program Total:	\$463,678		\$506,901	
Program FTE	2.50	0.00	2.50	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 15205A Body Worn Cameras - Gresham

In FY 2023, an additional DA Investigator position was purchased in PO 15205B - Body Worn Cameras - Expansion. In FY 2024, this position has been moved into this program offer.

Department: District Attorney

Program Contact: Kirsten Snowden

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:
Executive Summary

MCDA's Strategic Prosecution and Services Unit (SPSU) utilizes community based resolutions when possible to address chronic criminal activity. SPSU 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. MCDA seeks equitable treatment of both victims and offenders in SPSU. The Multnomah County Justice Reinvestment Project (MCJRP) deputy district attorneys assigned to SPSU use data analysis to correct inequities and promotes court supervised mental health and drug treatment as an alternative to incarceration.

Program Description

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.

The Multnomah County Justice Reinvestment Program (MCJRP) implements Multnomah County's historical responsible use of Oregon Department of Corrections (DOC), and other public safety resources, both before and after the passage of HB 3194. MCJRP also recognizes a continued desire and goal to improve its processes in order to have the best information available at important decision points throughout the public safety continuum. MCJRP DDAs utilize a process to assess offenders and provide a spectrum of community-based sanctions, services and programs that are designed to reduce recidivism, decrease the county's utilization of imprisonment in DOC institutions while protecting public safety and holding offenders accountable. Data analysis generated by the MCJRP deputy district attorney is utilized throughout MCDA to correct inequities and ensure fairness.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Cases/Search warrants/police reports reviewed	12,000	6,700	15,000	12,000
Outcome	Prosecutor contacts with community members and agency partners	18,200	18,000	25,000	20,000

Performance Measures Descriptions

Legal / Contractual Obligation

House Bill 3194 (HB 3194), known as the Justice Reinvestment Act, was passed by the Oregon Legislature in 2013 and established the Justice Reinvestment Grant Program.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,057,926	\$978,930	\$1,535,848	\$885,661
Materials & Supplies	\$17,000	\$1,800	\$17,000	\$0
Internal Services	\$214,355	\$37,866	\$187,450	\$37,516
Total GF/non-GF	\$1,289,281	\$1,018,596	\$1,740,298	\$923,177
Program Total:	\$2,307,877		\$2,663,475	
Program FTE	5.00	4.84	6.44	4.06

Program Revenues				
Intergovernmental	\$0	\$787,510	\$0	\$923,177
Other / Miscellaneous	\$0	\$231,086	\$316,569	\$0
Total Revenue	\$0	\$1,018,596	\$316,569	\$923,177

Explanation of Revenues

This program generates \$37,516 in indirect revenues.

General Fund:

Revenue IGA (Direct Other - Local) TriMet = \$316,569

Other Funds:

MC Agreement with CJC Justice Reinvestment (MCJRP) Formula Grant Program (Direct State) = \$412,669

MC Agreement with CJC Justice Reinvestment (MCJRP) Supplemental Grant Program (Direct State) = \$309,680

BJA Edward Byrne Discretionary Community Grant (Direct Federal) = \$100,000

BJA Hate Crimes Reporting and Response Grant (Direct Federal) = \$100,828

Significant Program Changes

Last Year this program was: FY 2023: 15206 Strategic Prosecution Unit

BJA Hate Crimes Reporting and Response Grant (Direct Federal), in the amount of \$100,828, is a new grant for FY 2024. This funds .56 FTE of DDA 1 position.

Department: District Attorney **Program Contact:** Kirsten Snowden

Program Offer Type: New **Program Offer Stage:** Adopted

Related Programs:
Program Characteristics:

Executive Summary

MCDA's Strategic Prosecution and Services Unit (SPSU) utilizes community based resolutions when possible to address chronic criminal activity. SPSU 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. MCDA seeks equitable treatment of both victims and offenders in SPSU. The Multnomah County Justice Reinvestment Project (MCJRP) deputy district attorneys assigned to SPSU use data analysis to correct inequities and promotes court supervised mental health and drug treatment as an alternative to incarceration.

Program Description

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.

This program offer is for 1.0 FTE DDA position that is funded through a service contract with the Port of Portland. The funding from the Port of Portland will be posted to the General fund.

This position will primarily perform work related to the Port of Portland. This includes reporting of Port cases and their disposition; consulting and assistance in Clackamas and Washington Counties, as well as Multnomah County; Work with the United States Attorney's Office to assist U.S. Attorneys in the preparation and prosecution of special cases at the Port of Portland to the extent appropriate; Provide training to police and Port employees, as needed; Participate in pro-active projects, community affairs, etc.; Be on-call, prepared to advise in handling of crime investigations, arrests, etc., respond to a scene.; Participate in Port-related meetings, trainings, etc., as needed; Visit, observe Port operations, processes to develop orientation and familiarity. Recommend needed improvements relating to prosecutions of crimes; Evaluate current legislation, develop improvements as pertain to Port security and operations.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Cases/Search warrants/police reports reviewed	0	0	2000	2000
Outcome	Prosecutor contacts with community members and agency partners	0	0	4000	4000

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$313,467	\$0
Total GF/non-GF	\$0	\$0	\$313,467	\$0
Program Total:	\$0		\$313,467	
Program FTE	0.00	0.00	1.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$313,467	\$0
Total Revenue	\$0	\$0	\$313,467	\$0

Explanation of Revenues

Revenue IGA (Direct Other - Local) Port of Portland = \$313,467

Significant Program Changes

Last Year this program was: FY 2023: 15206 Strategic Prosecution Unit

This program offer will add 1.0 FTE DDA 2 position to this program offer.

Department: District Attorney **Program Contact:** Kirsten Snowden
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

The MCDA Access Attorney Program (MAAP) improves public safety by engaging and empowering community members, while increasing the public’s understanding of the criminal justice system and MCDA’s role. There are currently MAAP attorneys in three sites, focusing each attorney’s work on that particular geographic area. The MAAP attorneys and their support staff work with local community members, stakeholders, and law enforcement to identify and address local crime. The MAAP attorneys are located in a shared space with community agencies to encourage contact, and also reach out to the community by hosting and attending meetings and events.

Program Description

The MCDA Access Attorney Program strategically places deputy district attorneys (DDAs) into the community which allows each MAAP DDA to work with local community members, stakeholders, and law enforcement to identify the issues and priorities of that discrete area. MAAP DDAs also build relationships with the residents, businesses, and other agencies in that area by hosting and attending meetings and events relevant to their work and the community’s requests. MAAP DDAs will maintain these relationships over time, and will be responsive, creative, and flexible when addressing their district’s needs. MAAP DDAs help to address local safety issues driven by local priorities, incorporating non-carceral solutions such as diversion programs, treatment, and restorative justice where possible, while pursuing accountability for high volume systems users. MAAP DDAs will not be housed in police precincts because the presence of law enforcement may discourage some members of the community from accessing resources. To prevent this, MAAP utilizes shared spaces in the community, funded by nonprofit agencies, allowing partnerships to exist and engagement to occur without this unintended impact.

Because the MAAP DDAs work under the umbrella of the Strategic Prosecution and Services Unit (15206), they prosecute their district’s cases with focus, precision, and intentionality. The use of strategic prosecution ensures positive outcomes for the community and connects people directly to housing services, drug and mental health treatment, occupational training, and other resources which address the root causes of criminality and are proven to reduce recidivism. The resources of the program are focused within each MAAP DDA’s geographical area on the places with the highest concentration of poverty, crime victims, and historically marginalized or under-represented communities.

MAAP DDAs are supported by several critical support staff positions: A shared Victim’s Advocate will facilitate constructive relationships with crime victims, bringing added cultural competence and trauma-informed approaches to the program and community. A shared Legal Assistant will provide the logistical support necessary for the MAAP DDAs to efficiently initiate, maintain, and organize cases, contacts, and events in the community.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of contacts with community members and stakeholders	N/A	N/A	194	240
Outcome	Number of cases issued as a result of contacts	N/A	N/A	N/A	N/A
Quality	% of contacts that rate service from MAAP program as meeting or exceeding their expectation	N/A	N/A	N/A	N/A
Output	Number of community member resource referrals	N/A	N/A	24	30

Performance Measures Descriptions

As the MAAP is now up and running, MCDA proposes to eliminate Performance Measures 2 and 3 due to in ability to accurately collect required data.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$805,681	\$62,917	\$899,793	\$0
Materials & Supplies	\$0	\$0	\$9,000	\$0
Internal Services	\$0	\$0	\$90,493	\$0
Total GF/non-GF	\$805,681	\$62,917	\$999,286	\$0
Program Total:	\$868,598		\$999,286	
Program FTE	4.57	0.43	5.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$153,598	\$0
Total Revenue	\$0	\$0	\$153,598	\$0

Explanation of Revenues

Revenue IGA (Direct Other-Local) with the City of Gresham, Gresham Police Department \$153,598 - funds 1.00 FTE investigator for Gresham, BWC, and misdemeanor cases.

Significant Program Changes

Last Year this program was: FY 2023: 15207 MCDA Access Attorney Program (MAAP) Pilot

Other Funds FTE is increased due to renegotiated IGA revenue contract that previously funded only 0.43 FTE, but now funds 1.00 FTE for the services provided. This GPD-funded investigator position moved from Division 4 (PO 15402 Investigations) to Division 2.

Legal / Contractual Obligation

Revenue IGA (Direct Other - Local) MAAP DA - City of Gresham = \$137,000
Revenue IGA (Direct Other - Local) MAAP DA - City of Portland = \$137,000

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$274,000	\$0
Total GF/non-GF	\$0	\$0	\$274,000	\$0
Program Total:	\$0		\$274,000	
Program FTE	0.00	0.00	1.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$274,000	\$0
Total Revenue	\$0	\$0	\$274,000	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 15207 MCDA Access Attorney Program (MAAP) Pilot

This program offer will add 1.0 FTE DDA 3 position to this program offer.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$274,000	\$0
Total GF/non-GF	\$0	\$0	\$274,000	\$0
Program Total:	\$0		\$274,000	
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:

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$50,000	\$0
Materials & Supplies	\$0	\$0	\$20,000	\$0
Total GF/non-GF	\$0	\$0	\$70,000	\$0
Program Total:	\$0		\$70,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$367,284	\$0	\$396,600	\$0
Contractual Services	\$3,000	\$0	\$3,000	\$0
Materials & Supplies	\$14,000	\$0	\$14,000	\$0
Internal Services	\$22,499	\$0	\$19,156	\$0
Total GF/non-GF	\$406,783	\$0	\$432,756	\$0
Program Total:	\$406,783		\$432,756	
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 2023: 15300 Division III Administration

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$3,827,659	\$141,320	\$3,636,763	\$140,761
Contractual Services	\$7,000	\$0	\$7,000	\$0
Materials & Supplies	\$46,000	\$2,000	\$46,000	\$2,000
Internal Services	\$461,215	\$10,930	\$392,489	\$10,923
Total GF/non-GF	\$4,341,874	\$154,250	\$4,082,252	\$153,684
Program Total:	\$4,496,124		\$4,235,936	
Program FTE	20.00	0.50	18.81	0.69

Program Revenues				
Intergovernmental	\$0	\$152,250	\$0	\$151,684
Other / Miscellaneous	\$0	\$1,000	\$0	\$1,000
Beginning Working Capital	\$0	\$1,000	\$0	\$1,000
Total Revenue	\$0	\$154,250	\$0	\$153,684

Explanation of Revenues

This program generates \$10,923 in indirect revenues.
 \$66,231 State Child Abuse Multidisciplinary Intervention (CAMI) Grant (0.28 FTE DDA handling child abuse human trafficking cases)
 \$85,453 Federal thru State CJC START Court Grant (0.41 FTE DDA for Success through Accountability, Restitution, and Treatment (START) specialty court)
 \$2,000 – Federal Equitable Sharing Forfeiture

Significant Program Changes

Last Year this program was: FY 2023: 15301 Unit A/B - Property/Drugs/Human Trafficking

1.0 FTE DDA position is in a restoration program offer, PO 15301B - Unit A/B - Restoration of DDA 2 Position.

Department: District Attorney

Program Contact: Don Rees

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:
Executive Summary

Unit A/B prosecutes property crimes, including wage theft, auto theft, organized retail theft, and commercial drug delivery cases. The Human Trafficking Unit protects survivors of human trafficking many of whom are minors, 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 Description

This program offer is a restoration request for 1.0 DDA 2 position. Unit A/B prosecutes property crimes, including wage theft, auto theft, organized retail theft, and commercial drug delivery cases. The Human Trafficking Unit protects survivors of human trafficking many of whom are minors, 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. Reduction in these DDAs will increase caseloads for remaining DDAs to levels that are not manageable and will exacerbate challenges to retain prosecutors. Impacts such as delays in prosecutions and less attention to each case further harms victims and do not benefit most defendants either.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Cases issued for prosecution.	1,722	1,623	1,936	1,900
Outcome	Percentage of presumptive prison cases diverted to community supervision.	62%	80%	62%	85%
Outcome	Number of opioid methamphetamine trafficking/sale convictions or dismissals	N/A	N/A	N/A	20
Outcome	Percent of all felony sexual crime referrals the resulted in case issuance.	N/A	N/A	N/A	60%

Performance Measures Descriptions

MCDA proposes to add performance measures that are supported by the Prosecutorial Performance Indicators dashboard.

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	2023	2023	2024	2024
Personnel	\$0	\$0	\$228,586	\$0
Total GF/non-GF	\$0	\$0	\$228,586	\$0
Program Total:	\$0		\$228,586	
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 2023: 15301 Unit A/B - Property/Drugs/Human Trafficking

1.0 DDA position has been moved to this restoration program offer.

Department: District Attorney **Program Contact:** Don Rees

Program Offer Type: New **Program Offer Stage:** Adopted

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

Executive Summary

The DDA will organize and lead a task force involving law enforcement and retailers to address barriers to tackling retail crime, including improved strategies to address the most prolific offenders, training on loss reduction and investigative work, and case preparation. The outcome of this effort will be a reduction in organized retail theft, a safer environment for consumers, and an improved business climate.

Program Description

The DDA assigned to this position will work with business owners and law enforcement to combat an epidemic of organized retail theft. Unlike shoplifting, organized retail theft involves multiple persons working together to steal merchandise with the intention of reselling for profit. This theft represents nearly \$100 billion in losses for the retail industry nationwide. Small business owners in the community are impacted alongside large retailers. Locally, some retailers, including Nike have closed their operations due to an overwhelming number of merchandise thefts.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of felony theft cases involving a business victim reviewed by prosecutor assigned to the task force	N/A	N/A	N/A	240
Outcome	Percent of referred felony theft cases involving a business victim issued for prosecution by the prosecutor	N/A	N/A	N/A	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$400,498	\$0
Total GF/non-GF	\$0	\$0	\$400,498	\$0
Program Total:	\$0		\$400,498	
Program FTE	0.00	0.00	2.50	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$175,000	\$0
Total Revenue	\$0	\$0	\$175,000	\$0

Explanation of Revenues

\$175,000 from the City of Portland to fund 1.5 FTE (1 FTE DA Investigator position and .5 FTE Legal Assistant position)

Significant Program Changes

Last Year this program was:

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$400,498	\$0
Total GF/non-GF	\$0	\$0	\$400,498	\$0
Program Total:	\$0		\$400,498	
Program FTE	0.00	0.00	2.50	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$175,000	\$0
Total Revenue	\$0	\$0	\$175,000	\$0

Explanation of Revenues

\$175,000 from the City of Portland to fund 1.5 FTE (1 FTE DA Investigator position and .5 FTE Legal Assistant position)

Significant Program Changes

Last Year this program was:

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$2,451,111	\$0	\$2,651,015	\$0
Contractual Services	\$39,000	\$0	\$39,000	\$0
Materials & Supplies	\$19,494	\$0	\$19,494	\$0
Internal Services	\$202,484	\$0	\$210,481	\$0
Total GF/non-GF	\$2,712,089	\$0	\$2,919,990	\$0
Program Total:	\$2,712,089		\$2,919,990	
Program FTE	11.00	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 2023: 15304 Unit D - Violent Person Crimes

In FY 2023, 2.0 FTE DDA 3 positions were purchased through PO 15304B - Gun Violence Case Backlog. In FY 2024, those positions will be moved into this program offer.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$821,802	\$373,134	\$0
Total GF/non-GF	\$0	\$821,802	\$373,134	\$0
Program Total:	\$821,802		\$373,134	
Program FTE	0.00	0.00	2.00	0.00

Program Revenues				
Intergovernmental	\$0	\$821,802	\$0	\$0
Total Revenue	\$0	\$821,802	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 15901 ARP - Gun Violence Case Backlog

In FY 2024, this Program Offer was submitted as PO 15901 with 4.00 FTE funded with ARP. In the Proposed Budget, the funding for this program changed from ARP to the General Fund and the program offer name changed to 15304B. Additionally, 2.00 FTE was moved to PO 15304C funded by OTO GF.

Department: District Attorney **Program Contact:** Don Rees

Program Offer Type: New **Program Offer Stage:** Adopted

Related Programs:

Program Characteristics: Backfill State/Federal/Grant, One-Time-Only Request

Executive Summary

In September 2021, the Board made a mid-year investment of \$1.05 million of American Rescue Plan funds to support four limited duration deputy district attorneys and two limited duration investigators for 9 months. This program continues that funding for one deputy district attorney and one investigator, with one-time-only General Fund.

Program Description

This program is part of a national effort to recover from the impacts of the COVID 19 pandemic. Gun violence—shootings and homicides—increased in Multnomah County at record rates, exceeding all historical norms during the last year. Multnomah County now has one of the highest homicide rates in the United States. This violence disproportionately impacts BIPOC people and communities. Prosecutors respond to all homicide scenes to assist investigators. There are a limited number of prosecutors with the experience and training to handle these complex cases. This program funds two prosecutors and two investigators assigned to gun violence reduction efforts in the community and to assist existing staff. As of 2/28/2023, there were 323 open (pending resolution) cases with at least one charge that constitutes gun violence, more than double the number of open gun violence cases compared to February 2019.

In addition to the increased rates of violent gun related crime, prosecutors face an enormous backlog of cases due to pandemic related court slowdowns. As the courts reopen, this backlog of cases requires additional prosecutors and investigators to assist victims and witnesses and to seek case resolutions that will improve community safety.

Prosecutors utilize a public health model and an equity and racial justice approach to reduce harm, hold offenders accountable, and help survivors and victims of gun violence heal. When appropriate and to increase community safety, offenders receive court supervised drug, alcohol and mental health treatment programs rather than incarceration.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of gun violence cases prosecuted.	110	N/A	104	110
Outcome	Number of BIPOC offenders diverted from prison to treatment based case resolutions	5	N/A	7	10

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$373,134	\$0
Total GF/non-GF	\$0	\$0	\$373,134	\$0
Program Total:	\$0		\$373,134	
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 2023: 15901 ARP - Gun Violence Case Backlog](#)

In FY 2024, this Program Offer was submitted as PO 15901 with 4.00 FTE funded with ARP. In the Proposed Budget, the funding for this program changed from ARP to the OTO General Fund and the program offer name changed to 15304C. Additionally, this program offer's FTE was reduced from 4.00 to 2.00. The other 2.00 FTE is located in PO 15304B.

Department: District Attorney

Program Contact: Don Rees

Program Offer Type: Existing

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Multi-Disciplinary Team (MDT) uses best practices to protect children from physical and sexual abuse. The MDT prosecutes felony crimes against children including homicide, physical abuse and sexual assault where the perpetrator is considered family and supports child protection efforts by working with advocates, investigators and physicians to develop equitable practices and policies.

Program Description

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, advances public safety through the protection of children. This program prosecutes homicides and serious felony sexual and physical assaults against children. Deputy District Attorneys (DDAs) respond to child death crime scenes and review 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.

MDT DDAs assist in training with agencies preventing child abuse 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Dependency/Criminal Case reviewed	128	285	106	200
Outcome	Percentage of presumptively prison eligible defendants diverted from prison to community supervision	7%	42%	25%	N/A
Outcome	Number of cases in which the primary charge received a downward dispositional departure sentence.	N/A	N/A	N/A	40%
Outcome	Percent of felony cases in which the defendant pled guilty and received a prison sentence.	N/A	N/A	N/A	40%

Performance Measures Descriptions

MCDA proposes to eliminate Performance Measure 2 and add two new measures which are supported by the Prosecutorial Performance Indicators dashboard.

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	2023	2023	2024	2024
Personnel	\$1,363,213	\$223,005	\$1,225,319	\$226,293
Contractual Services	\$31,700	\$627,473	\$31,700	\$649,787
Materials & Supplies	\$17,500	\$63,543	\$17,500	\$31,004
Internal Services	\$157,489	\$45,701	\$133,712	\$45,354
Total GF/non-GF	\$1,569,902	\$959,722	\$1,408,231	\$952,438
Program Total:	\$2,529,624		\$2,360,669	
Program FTE	5.00	2.00	5.00	2.00

Program Revenues				
Intergovernmental	\$0	\$959,722	\$0	\$952,438
Total Revenue	\$0	\$959,722	\$0	\$952,438

Explanation of Revenues

This program generates \$45,354 in indirect revenues.
\$952,438 (Direct State) Child Abuse Multidisciplinary Intervention (CAMI) Grant

Significant Program Changes

Last Year this program was: FY 2023: 15309 MDT - Child Abuse Unit

Department: District Attorney

Program Contact: Peter Simpson

Program Offer Type: Administration

Program Offer Stage: 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Personal Service Subpoenas Issued	2,909	4,200	2,126	2,300
Outcome	Personal Service Subpoenas Served	639	3,750	458	500

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$226,622	\$0	\$224,337	\$0
Materials & Supplies	\$17,000	\$0	\$17,000	\$0
Internal Services	\$32,720	\$0	\$33,773	\$0
Total GF/non-GF	\$276,342	\$0	\$275,110	\$0
Program Total:	\$276,342		\$275,110	
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 2023: 15400 Division IV Administration

Department: District Attorney **Program Contact:** Jamila Williams
Program Offer Type: Existing **Program Offer Stage:** 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 community members, 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 Description

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, Sexual Assault Response Team, Multnomah County Justice Reinvestment Program, Justice Integrity Unit, Human Trafficking Team, and the Gateway Center for Domestic Violence Services.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of victims of crime assigned a victim advocate on cases	3,687	2,841	2,866	3,000
Outcome	Number of services contacts provided to victims of crime by Victims Assistance program	69,739	29,233	77,544	75,000

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	2023	2023	2024	2024
Personnel	\$499,880	\$1,388,297	\$519,072	\$1,473,014
Contractual Services	\$9,000	\$0	\$9,000	\$4,500
Materials & Supplies	\$20,000	\$0	\$20,000	\$0
Internal Services	\$382,471	\$300,852	\$326,605	\$350,490
Total GF/non-GF	\$911,351	\$1,689,149	\$874,677	\$1,828,004
Program Total:	\$2,600,500		\$2,702,681	
Program FTE	4.61	12.39	4.76	11.94

Program Revenues				
Intergovernmental	\$0	\$1,689,149	\$0	\$1,828,004
Total Revenue	\$0	\$1,689,149	\$0	\$1,828,004

Explanation of Revenues

This program generates \$350,490 in indirect revenues.

\$915,244 Estimated (Fed through State) + \$724,446 Estimated (Direct State) Agreement with DOJ Crime Victim and Survivor Services Division (CVSSD) Victims of Crime Act (VOCA) / Criminal Fine Account Non-Competitive Grant

\$147,220 Estimated (Fed through State) Federal Fund Agreement with DOJ CVSSD VOCA Funding Initiatives Competitive Grant. The estimated is based on the assumption that MCDA would be able to secure this competitive award when the existing one expires on 9/30/23.

\$41,094 (Direct Federal) Fund Agreement with U.S. DOJ - Crime Victim Tech Enhancement Case Companion

Significant Program Changes

Last Year this program was: FY 2023: 15401A Victims Assistance Program

Department: District Attorney

Program Contact: Peter Simpson

Program Offer Type: Existing

Program Offer Stage: 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Subpoenas issued	2,909	4,200	2,126	3,000
Outcome	Subpoenas served	639	3,750	456	700

Performance Measures Descriptions

Serving subpoenas is critical function of DA Investigators. More victims of crime are houseless and achieving personal service can be challenging.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$303,741	\$447,671	\$785,269	\$0
Materials & Supplies	\$19,500	\$0	\$24,500	\$0
Internal Services	\$175,873	\$30,662	\$235,521	\$0
Total GF/non-GF	\$499,114	\$478,333	\$1,045,290	\$0
Program Total:	\$977,447		\$1,045,290	
Program FTE	2.00	3.00	5.00	0.00

Program Revenues				
Intergovernmental	\$0	\$541,250	\$491,202	\$0
Total Revenue	\$0	\$541,250	\$491,202	\$0

Explanation of Revenues

Revenue IGA (Direct Other-Local) with the City of Portland, Portland Police Bureau:
 \$463,868 - funds 3.00 FTE Portland Investigators + \$27,334 covers partial fleet expenses for investigators

Significant Program Changes

Last Year this program was: FY 2023: 15402 Investigations

Moved 1.0 FTE Investigator position from this program offer to PO 15207A MAAP.

Department Overview

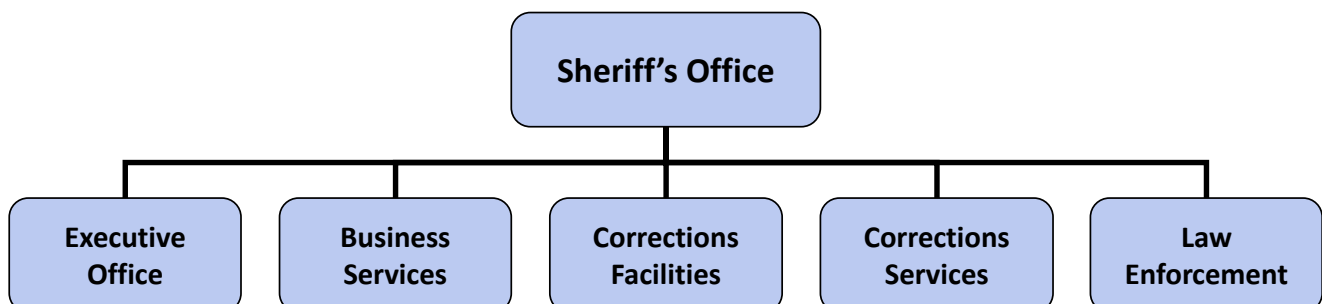
The Multnomah County Sheriff's Office (MCSO) envisions a safe and thriving community for everyone in Multnomah County. We are committed to supporting all community members through exemplary public safety services, and we believe that public safety is the foundation of a healthy thriving community. We are committed to furthering a culture of equity and inclusion, treating everyone with dignity, respect, and fairness.

MCSO's Law Enforcement Division serves a diverse group of Multnomah County communities. We provide public safety services for the communities of Dunthorpe and Sauvie Island, Corbett, Fairview, Maywood Park, Troutdale, Wood Village, and for the unincorporated areas of Multnomah County. This includes patrolling over 100 miles of waterways including the Columbia River Gorge, an area which receives more than three million visitors each year. Additionally, MCSO provides search and rescue, special investigations, hazardous materials response, regional task force collaboration, as well as dive, search, and recovery operations. MCSO is a full-service law enforcement agency with a commitment to protecting and serving Multnomah County.

MCSO's Corrections Services and Facilities Divisions oversee the operations of the Multnomah County Detention Center and Inverness Jail, including 1,130 budgeted jail beds and corresponding corrections programs. 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 adults in custody with mental health and addiction treatment services, court transportation, and release transition assistance. Through these collaborations, MCSO hopes to improve outcomes for adults in custody, shorten jail stays, provide better pathways for stronger community re-entry, and expand alternatives to traditional incarceration.

MCSO's Business Services Division supports MCSO operations by directing strategic initiatives, maintaining accurate data and technology solutions, and providing prudent management of resources to best serve the public. In FY 2024 Business Services will also oversee MCSO Human Resources, focusing on innovative hiring and retention efforts.

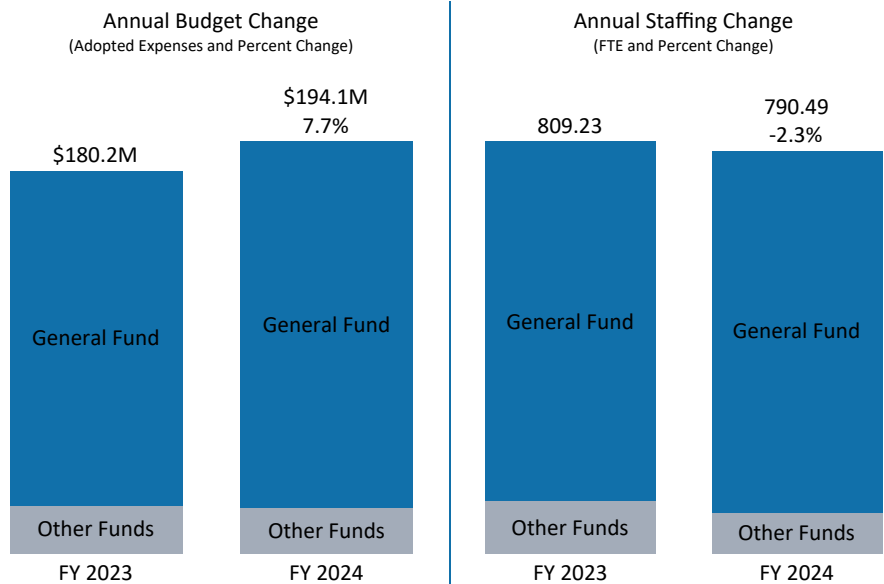
MCSO's Executive Office Division includes the oversight of Diversity, Equity & Inclusion; Communications; and Internal Affairs.



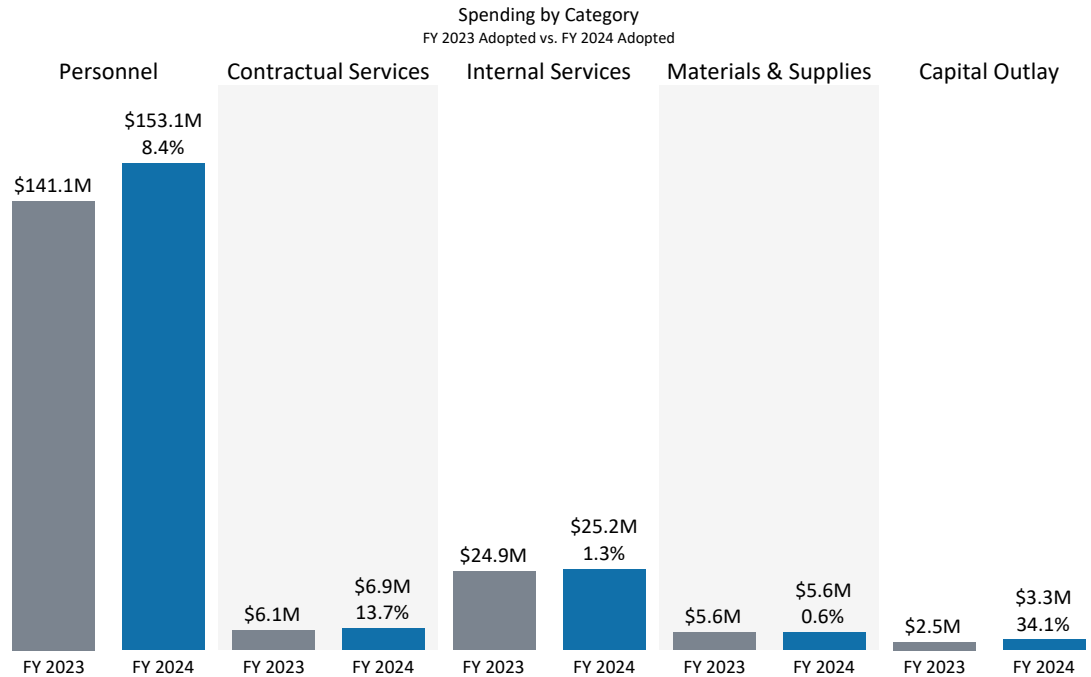
Budget Overview

The FY 2024 Sheriff's Office (MCSO) budget is \$194.1 million, a \$14.0 million (7.7%) increase from the FY 2023 Adopted budget. The General Fund accounts for 88.9% of the total budget, and General Fund expenses increased by \$15.0 million (9.5%). Other Funds (besides American Rescue Plan) consistent between FY 2023 and FY 2024. American Rescue Plan funding decreased by \$1.0 million.

The change in Other Funds includes a \$1.9 million (-21.7%) decrease in State Community Corrections Senate Bill 1145 (SB 1145) funding. This is partially offset by a \$0.9 million increase in Federal Equitable Sharing Forfeitures funding, along with some smaller increases across a variety of funding sources.



Personnel is the primary expense in MCSO's budget. Personnel expenses comprise 78.8% of the expenses. The chart on the next page shows the breakdown of expenses by ledger category



Budget Overview (continued)

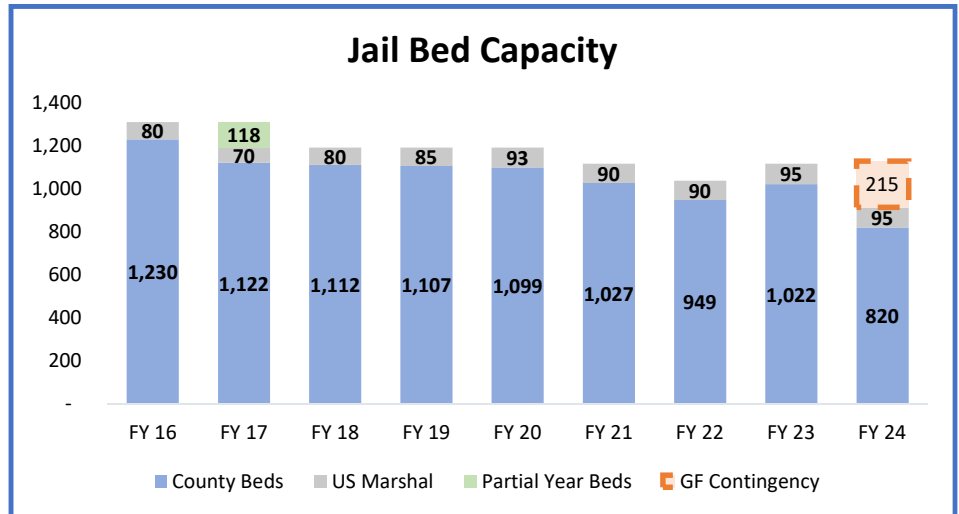
Multnomah County receives SB 1145 revenue from the Oregon State Department of Corrections (DOC) to provide incarceration, parole, probation and/or post-prison supervision services for adults. In the 2023-2025 biennium, the Governor's budget reduced the SB 1145 funding. The SB 1145 revenue decrease, when combined with inflationary pressures, results in MCSO needing to reduce \$3.4 million if the State doesn't increase its budget. SB 1145 historically funds jail beds, and this reduction includes the following:

- Dorm 10 (\$832,760)
- Dorm 11 (\$786,220)
- Dorm 12 (\$1,353,563)
- 2.00 FTE Corrections Counselors (\$301,200)
- 1.00 FTE Records Technician (\$116,848)

The budget mitigates the risk of jail bed reduction by placing \$3.0 million of one-time-only General Fund into contingency for Dorms 10, 11, and 12. This results in the jail beds being 100% funded for FY 2024 if the State doesn't increase the SB 1145 funding. However, the funding is one-time-only, so other solutions will need to be assessed for FY 2025 and ongoing.

When factoring in the General Fund contingency, the budgeted jail capacity in the FY 2024 budget is 1,130 beds (915 beds funded ongoing and 215 beds funded one-time-only). This includes a decrease of 52 beds due to removing the top bunks in dorms to facilitate physical distancing, along with an offsetting increase of 65 beds by adding Dorm 13 to normal jail operations. Dorm 13 was previously funded with American Rescue Plan (ARP) funding and was used to physically distance adults in custody because of COVID-19.

Budget Overview (continued)



2022 Revised budget maintained budgeted jail bed capacity at 1,117 beds.

The budget includes \$1.2 million in American Rescue Plan (ARP) funding for COVID-related needs. The ARP revenue will be used to fund MCIJ Dorm 5 (60997). This dorm will not increase budgeted jail bed capacity. Instead, the dorm will allow for increased physical distancing for the adults in custody. The ARP funding also includes a 1.00 FTE Child Abuse Team Detective (60989) and 2.00 FTE deputies to focus on protection orders and court-ordered dispossession of firearms (60990).

The General Fund budget also includes \$562,877 in new ongoing General Fund for Facility Security - Additional Positions (60415D) and \$905,391 for MCIJ Dorm 13 (60330J).

Budget Trends	FY 2022	FY 2023	FY 2023	FY 2024	Difference
	Actual	Current Estimate	Adopted Budget	Adopted Budget	
Staffing FTE	805.12	809.73	809.23	790.49	(18.74)
Personnel Services	\$131,294,019	\$141,032,070	\$141,149,736	\$153,057,886	\$11,908,150
Contractual Services	5,212,150	5,479,353	6,063,706	6,895,288	831,582
Materials & Supplies	4,853,187	4,374,529	5,584,655	5,615,821	31,166
Internal Services	23,334,717	24,038,345	24,897,982	25,232,043	334,061
Capital Outlay	158,857	552,090	2,492,160	3,342,894	850,734
Total Costs	\$164,852,930	\$175,476,387	\$180,188,239	\$194,143,932	\$13,955,693

Successes and Challenges

MCSO is proud of its strong relationships with its public safety partners including the Department of Community Justice, the Multnomah County District Attorney's Office, and the Oregon Judicial Department. Our collaboration with these and other partners in FY 2023 allowed us to continue to maintain a decreased jail population and mitigate the spread of COVID-19. We continue to work very closely with these partners, as well as the Corrections Health Department and County Public Health, to ensure our protocols maximize the health and wellbeing of our adults in custody.

MCSO continues to expand our focus on Diversity, Equity, and Inclusion (DEI) and embedding these values into our culture. We are committed to the County's Workforce Equity Strategic Plan (WESP), and our DEI unit members are committed to achieving the minimum standards set forth in the WESP regarding retention, recruitment, and organizational culture change. In FY 2023 we were thrilled to onboard a Training Specialist to our DEI unit, a position that is helping us develop internal training and identify training partnerships with outside organizations.

The past two years have included an unprecedented wave of retirements and other separations at MCSO, introducing significant staffing challenges in the Corrections Division in particular. MCSO continues to innovate around hiring and retention in the face of these challenges. This includes implementing new tools to streamline our application and hiring process and vastly expanding our recruitment efforts. Diverse recruitment and supportive and inclusive retention efforts in particular are a priority for the agency.

In Corrections we have seen a gradual "intensification" of the population of adults in custody, characterized by a prevalence of severe charges, less overall turnover among the custodial population, and longer average stays. While this is partially a result of policy changes in response to the COVID-19 pandemic, which drastically reduced misdemeanor bookings, it is also reflective of a broader trend of increased violent crime in Multnomah County. This has likewise impacted our Law Enforcement division, which continues to work to meet growing challenges around gun violence. One area where we have found success is investment in two dedicated Civil Deputies, who have helped MCSO nearly triple its annual number of firearm dispossessions related to restraining orders and protection orders.

COVID-19 & American Rescue Plan

MCSO Corrections and Law Enforcement Divisions continue to wrestle with some lingering challenges that emerged during the COVID-19 pandemic era in Multnomah County. American Rescue Plan (ARP) funding will continue to provide a critical resource to meet these challenges.

In our corrections settings, MCSO is mindful of the need to provide adequate space for adults in custody to mitigate the spread of COVID-19, flu, and other diseases. To this end MCSO anticipates operating Dorm 5 as flexible housing, to be utilized when additional space is needed, using ARP funding.

MCSO is committed to mitigating firearm-related violence in our communities. Shootings and homicides by firearm have increased dramatically in Multnomah County over the past three years, with 2023 continuing the trend in its early months. Key strategies in the fight to mitigate these incidents include the dispossession of firearms among those deemed a threat to themselves or others through protection orders or restraining orders, as well as timely specialized investigations. Hiring dedicated resources - one detective and two civil deputies hired in 2021 - has enabled MCSO to dramatically increase its dispossession efforts and successful criminal case processing, work we anticipate continuing with ARP funding or County general funds.

Additionally, over recent years, child abuse cases received by MCSO increased 370.5%. Cases in 2023 are on pace to exceed previous years by a significant amount. 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. The impacts of COVID-19 have caused an even greater increase in isolation and resulting delay in service interventions by mandatory reporters. Trained and experienced detectives are required to objectively and thoroughly investigate nearly 150 allegations of child abuse each month and determine if a violation of criminal law occurred, identify and apprehend the offender, and file appropriate criminal charges while ensuring the child's needs are met. MCSO anticipates the use of ARP funding to support this critical work.

Diversity, Equity, and Inclusion

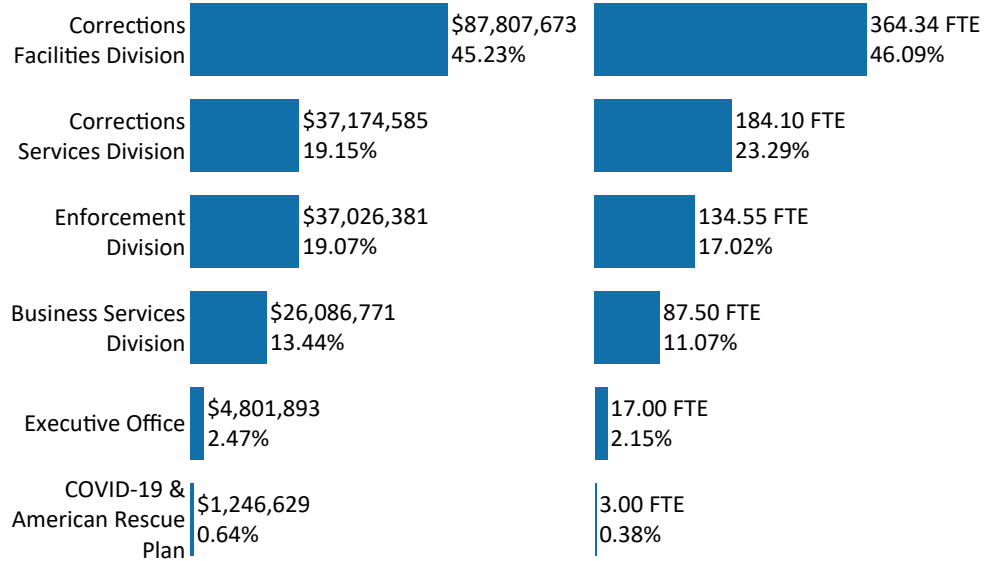
MCSO recognizes that we cannot achieve an inclusive culture without a focus on equity and a commitment to holding ourselves accountable to our community's call for transformational reform and change. As part of this we acknowledge the need to better understand how systemic racism and implicit bias exist in our organizations and institutions, including criminal justice, health care, education, and housing.

MCSO continues to invest in our Equity and Inclusion (E&I) Unit. MCSO's E&I Director sits at the executive level of the agency, attending meetings for key decisions and policy development, and supervises up to two FTE focused on policy, training, and human resource processes. Our E&I Committee includes representation from all divisions of our agency, with ranks from the front line, supervisory, and executive levels and comprising various racial, ethnic, gender identity, and disability statuses. The E&I Unit and Committee provide MCSO with different perspectives with which to examine the impacts of agency policy and procedures on both our employees and those we serve.

MCSO is committed to the County's Workforce Equity Strategic Plan (WESP). In FY 2023 MCSO worked to impact objectives outlined in WESP Focus Area 1, Organizational Culture, developing a strategy for delivering E&I training to executive managers. Key to this work was MCSO's hire of its first E&I Training Specialist, a role that is already working to deliver foundational E&I training to executive level staff and helping identify external opportunities for additional training.

Budget by Division

Division Name	FY 2024 General Fund	Other Funds	Total Division Cost	Total FTE
Executive Office	\$4,801,893	\$0	\$4,801,893	17.00
Business Services Division	24,117,618	1,969,153	26,086,771	87.50
Corrections Facilities Division	80,512,266	7,295,407	87,807,673	364.34
Corrections Services Division	33,534,897	3,639,688	37,174,585	184.10
Law Enforcement Division	29,600,849	7,425,532	37,026,381	134.55
COVID-19 & American Rescue Plan	0	1,246,629	1,246,629	3.00
Total Sheriff's Office	\$172,567,523	\$21,576,409	\$194,143,932	790.49



Executive Office

The Multnomah County Sheriff's Office is committed to providing exceptional public safety services through a professional, well-trained, and respectful workforce. The Sheriff and their 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 our allied agencies. The Sheriff has established four basic tenets which drive the Office in providing service to the community: 1) a commitment to public safety, 2) earning and keeping community trust, 3) creating a positive work environment, and 4) ensuring sound fiscal stewardship throughout the agency. 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 MCSO serves.

Significant Changes

Human Resources has moved from the Executive Office to the Business Services Division for FY 2024.

Business Services Division

The Business Services Division (BSD) oversees multiple administrative units that support all of MCSO Operations and the Sheriff's Executive Office. BSD includes the 1) Fiscal Unit - responsible for the professional management and utilization of all funds allocated to MCSO; 2) Logistics Unit - manages the agency's fleet, property, and evidence; 3) Training Unit - prepares, delivers, and tracks training for sworn employees to ensure compliance and certification requirements are met, with a growing focus on supporting all staff with relevant training opportunities, entrenching Equity and Inclusion as the foundation of all of our training, and providing professional development; 4) Planning and Research Unit - provides accurate data to facilitate data-driven decision making; 5) Criminal Justice Information Services (CJIS) Unit - provides innovative technology solutions to over 3,000 users across a wide range of platforms; 6) Law Enforcement Support Unit - documents, archives, and retrieves investigative information in support of an around-the-clock enforcement effort along with providing services to the public; and 7) Human Resources, which supports all MCSO employees from recruitment to hiring and throughout their careers. 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. BSD also works very closely with the Equity and Inclusion Unit to help ensure we're working toward MCSO being a place of safety, trust, and belonging.

Significant Changes

Human Resources has moved from the Executive Office to the Business Services Division for FY 2024.

The County's budget includes \$203,826 in one-time-only General Fund contingency to fund dedicated law enforcement administrative support related to the implementation of new or expanded programs resulting from Ballot Measure 114 and/or Senate Bill 248.

Corrections Facilities Division

The Corrections Facilities Division includes 1,130 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 all jail bookings. 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

Dorm 13, previously funded with American Rescue Plan funding for physical distancing due to COVID, is now being funded as part of regular operations with ongoing General Fund. This dorm offsets the beds lost when top bunks were removed from some dorms.

In FY 2024, one-time-only funding for Dorms 10, 11, and 12 is being placed into General Fund contingency. These dorms were cut due to a reduction in Senate Bill 1145 Community Corrections (SB 1145) funding that Multnomah County receives from the Oregon State Department of Corrections. Ideally, the final State budget will restore funding for SB 1145 for the 2023-2025 biennium, but the contingency funds can be used to continue operating these dorms for one more year if the State funding isn't restored.

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 a pre-trial monitoring program that effectively manages individuals in the community while they are proceeding through their court process. The Court Services Unit provides a variety of public safety services including courtroom security and working with the judiciary to ensure adults in custody are present for court hearings. The Transport Unit ensures that adults in custody are transported to and from court hearings, as well as to other jurisdictions throughout the state. The efficient collaboration of these units directly supports the daily operations of the jails and the agency, as well as the overall public safety system.

Significant Changes

The budget includes an additional 5.00 FTE to expand staffing in the Facility Security Unit (60415D). This unit is currently understaffed, resulting in members constantly having to work overtime. Consistent with the County's values set forth in the Workforce Equity Strategic Plan, this change will provide meaningful support to this critical unit.

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. From Sauvie Island in the west, south to Dunthorpe, and extending east to the Columbia River Gorge, 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 tens of thousands of calls for service covering 290 miles of land, and the River Patrol Unit is responsible for approximately 100 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, Gun Violence Reduction program, Homeless Outreach and Programs Engagement (HOPE Team), 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 Community Resource Deputies, Dive Team and swift water rescue, and conducts countywide Search and Rescue services as mandated by Oregon State statute.

Significant Changes

The FY 2024 budget includes a 1.00 FTE Child Abuse Team Detective, funded with American Rescue Plan, to provide timely intervention and prosecution in cases that have dramatic, lifelong impacts on children.

The Gun Violence Prevention Detective, focused on reducing the length of investigation times and increasing investigation completion rates, previously funded with American Rescue Plan dollars, has been cut.

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 2024 General Fund	Other Funds	Total Cost	FTE
Executive Office					
60100	Executive Office	\$1,962,047	0	\$1,962,047	5.00
60105	Equity & Inclusion Unit	520,029	0	520,029	3.00
60120	Professional Standards	1,875,806	0	1,875,806	7.00
60130	Communications Unit	444,011	0	444,011	2.00
Business Services Division					
60200	Business Services Admin	1,841,788	0	1,841,788	1.00
60205	Criminal Justice Information Systems	7,592,279	0	7,592,279	7.00
60210	Fiscal Unit	1,760,844	0	1,760,844	11.00
60213A	Logistics Unit	767,478	0	767,478	4.00
60215A	Human Resources	2,200,386	0	2,200,386	11.00
60217	Time & Attendance Unit	689,233	0	689,233	5.00
60220	Planning & Research Unit	963,705	0	963,705	5.00
60225A	Enforcement Division Support	3,812,407	0	3,812,407	28.00
60230	Alarm Program	0	271,701	271,701	1.50
60235	Concealed Handgun Permits	32,495	1,440,000	1,472,495	3.00
60250	Training Unit	4,457,003	257,452	4,714,455	11.00
Corrections Facilities Division					
60300	Corrections Facilities Admin	1,171,901	0	1,171,901	2.00
60305	Booking & Release	11,654,400	0	11,654,400	59.24
60310A	MCDC Core Jail & 4th Floor	20,254,401	0	20,254,401	61.72
60310B	MCDC 5th Floor	5,147,554	0	5,147,554	25.48
60310C	MCDC 6th Floor	2,723,232	0	2,723,232	14.04
60310D	MCDC 7th Floor	4,622,062	0	4,622,062	27.30
60310E	MCDC 8th Floor	2,916,186	0	2,916,186	16.38
60311	Clinic Escort Deputies	364,136	0	364,136	2.00
60330A	MCIJ Dorms 16, 17 & 18	15,168,637	7,061,335	22,229,972	66.10
60330B	MCIJ Dorms 6 & 7	3,342,215	0	3,342,215	14.56
60330C	MCIJ Dorm 8 & 9	3,119,602	0	3,119,602	14.56
60330D	MCIJ Dorms 14 & 15	3,898,247	0	3,898,247	18.20

Prog. #	Program Name	FY 2024 General Fund	Other Funds	Total Cost	FTE
Corrections Facilities Division (continued)					
60330H	MCIJ East Control	322,468	0	322,468	1.82
60330J	MCIJ Dorm 13	905,391	0	905,391	3.64
60345	CERT/CNT	198,266	0	198,266	0.00
60350	HB3194 Justice Reinvestment - Escorts	0	234,072	234,072	1.30
60360	Corrections Support	4,703,568	0	4,703,568	36.00
Corrections Services Division					
60400	Corrections Services Division Admin	937,982	0	937,982	3.00
60405	Transport	4,190,405	0	4,190,405	16.00
60410A	Court Services - Courthouse	5,471,974	0	5,471,974	22.00
60410B	Court Services - Justice Center	1,333,430	0	1,333,430	7.00
60410C	Court Services - JJC	394,615	0	394,615	2.00
60415A	Facility Security - Courts	2,053,437	822,448	2,875,885	18.60
60415B	Facility Security - Jails	3,362,697	0	3,362,697	22.50
60415C	Facility Security - Dom Violence Gateway One Stop	120,260	0	120,260	1.00
60415D	Facility Security - Additional Positions	562,877	0	562,877	5.00
60420	Classification	4,485,906	0	4,485,906	20.00
60425	MCDC Behavioral Health Team	410,184	0	410,184	2.00
60430	Jail Programs	3,018,870	653,189	3,672,059	21.50
60432A	MCIJ Work Crews	529,035	470,143	999,178	4.00
60435	Volunteer Services	219,448	0	219,448	1.00
60440	HB3194 Justice Reinvestment - Program Administrator	0	207,597	207,597	1.00
60445A	Close Street	1,245,179	0	1,245,179	4.00
60445B	Restore - Close Street	561,820	0	561,820	3.00
60450	Warehouse	1,499,857	0	1,499,857	6.60
60455	Property & Laundry	3,136,921	0	3,136,921	20.00
60460	Commissary & AIC Welfare	0	1,486,311	1,486,311	3.90
Law Enforcement Division					
60500	Enforcement Division Admin	895,080	0	895,080	2.00
60505A	Patrol	17,278,240	230,991	17,509,231	61.05
60510	Civil Process	1,846,449	0	1,846,449	8.00
60515A	River Patrol	2,239,702	858,691	3,098,393	10.50
60515B	Restore River Patrol	382,456	0	382,456	2.00

Prog. #	Program Name	FY 2024 General Fund	Other Funds	Total Cost	FTE
Law Enforcement Division (continued)					
60520A	Detectives Unit	3,390,587	0	3,390,587	13.00
60525	Special Investigations Unit	1,776,812	2,144,065	3,920,877	7.00
60530	TriMet Transit Police	0	4,191,785	4,191,785	22.50
60535A	School Resource Deputy Program	277,872	0	277,872	1.50
60535B	Community Resource Officer Program	230,937	0	230,937	1.00
60535C	Restore Community Resource Officer Program	387,087	0	387,087	2.00
60540	Homeless Outreach and Programs Engagement (HOPE) Team	635,258	0	635,258	3.00
60550	Hornet Trail Rescue and Wilderness Law Enforcement Services Team	16,577	0	16,577	0.00
60555	Gun Dispossession/VRO Detail	243,792	0	243,792	1.00
COVID-19 & American Rescue Plan					
60989	ARP - Child Abuse Team Detective	0	172,845	172,845	1.00
60990	ARP – Civil Process – Reducing Community Violence Involving Firearms	0	358,536	358,536	2.00
60997	ARP - MCIJ Dorm 5	<u>0</u>	<u>715,248</u>	<u>715,248</u>	<u>0.00</u>
Total Sheriff's Office		\$172,567,523	\$21,576,409	\$194,143,932	790.49

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,322,190	\$0	\$1,175,869	\$0
Contractual Services	\$36,632	\$0	\$29,000	\$0
Materials & Supplies	\$126,622	\$0	\$107,000	\$0
Internal Services	\$332,027	\$0	\$650,178	\$0
Total GF/non-GF	\$1,817,471	\$0	\$1,962,047	\$0
Program Total:	\$1,817,471		\$1,962,047	
Program FTE	7.00	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 2023: 60100A Executive Office

2.0 FTE Office Assistant Seniors moved to the Fiscal Unit (program offer 60210).

Department: Sheriff **Program Contact:** Katie Burgard

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

Related Programs:
Program Characteristics:
Executive Summary

The Diversity, Equity and Inclusion (DEI) Unit under the leadership of its Director, leads and guides the agency in developing a data-driven strategy for integrating DEI principles and actions into the three divisions of the Sheriff's Office; Law Enforcement, Corrections and Business Services, and leads approved plans for an organizational culture shift toward one of inclusion and belonging, particularly for historically excluded and underrepresented groups. As an integrated part of the Executive Team, this Unit manages strategies related to agency-wide initiatives including the County Workforce Equity Strategic Plan and the agency Strategic Plan and Wellness Initiative.

Program Description

The DEI Unit serves all MCSO employees by providing leadership, strategic direction, operational assessment and oversees accountability to ensure the agency Diversity, Equity and Inclusion goals are met. The unit works to create a welcoming and inclusive workplace environment for all employees regardless protected class identities. Unit staff consults and collaborates directly with the Sheriff, the executive team and individual units to build the structural framework that is necessary to incorporate DEI within each Unit's work. In addition, the DEI Unit represents MCSO within high-level committees and workgroups throughout Multnomah County, and connects MCSO with the diverse communities of our unincorporated city partners and regional DEI practitioners working within public safety.

The work of the DEI Unit focuses on:

- Increasing diversity numbers of staff through recruitment and retention by applying an equity lens to the strategies, data collection systems, progress reviews and analysis.
- Expanding training opportunities on cultural competency, equity concepts and tools application, leadership skills and professional development for all sworn and non-sworn members which includes best practices research and the implementation of a data collection system to track staff competency growth in these areas.
- Addressing any disproportionate protected class demographics within the MCSO membership, particularly within the higher leadership ranks and establish agency programs that support retention and workforce wellness.

The DEI Unit members actively participate in the MCSO Equity and Inclusion Committee. They act as facilitators and subject matter experts to support the Committee work to examine agency policies and practices to ensure alignment with the Multnomah County Workforce Equity Strategic Plan, by elevating their lived experiences and work-related subject matter expertise to lead transformative change efforts across the agency.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of County Workforce Equity Initiative Objectives addressed by MCSO Equity Committee	76%	50%	50%	50%
Outcome	Retention of employees of color	N/A	N/A	N/A	90%
Outcome	Managers who have documented training and/or coaching that focuses on racially just leadership practice	N/A	N/A	N/A	50
Outcome	Number of WESP meetings attended	5	12	12	12

Performance Measures Descriptions

Note: Equity Core Team meetings occurred 2x/month. Due to transitions of the ODE Chief Diversity Officer and WESP Program Manager, cross-county WESP meetings were unable to be completed per schedule projections. MCSO Equity and Inclusion Manager met with new WESP Program Manager and Chief Diversity and Equity Officer 1:1 to review WESP work throughout the fiscal year. Performance Measure outcomes 1 and 2 are new performance measures for FY24.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$424,996	\$0	\$502,129	\$0
Contractual Services	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$50,371	\$0	\$7,000	\$0
Internal Services	\$900	\$0	\$900	\$0
Total GF/non-GF	\$486,267	\$0	\$520,029	\$0
Program Total:	\$486,267		\$520,029	
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 2023: 60105 Equity & Inclusion Unit

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 500. HB 2929. ORS Chapter 181A.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,726,463	\$0	\$1,689,616	\$0
Contractual Services	\$23,338	\$0	\$34,000	\$0
Materials & Supplies	\$82,426	\$0	\$49,000	\$0
Internal Services	\$83,041	\$0	\$103,190	\$0
Total GF/non-GF	\$1,915,268	\$0	\$1,875,806	\$0
Program Total:	\$1,915,268		\$1,875,806	
Program FTE	8.00	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 2023: 60120 Professional Standards

1.0 FTE Captain moved to Corrections Services Administration (program offer 60400).

Department: Sheriff

Program Contact: Chris Liedle

Program Offer Type: Existing

Program Offer Stage: 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, partners and the media alike in Multnomah County and beyond. The Communications team works around the clock to provide accurate, time-sensitive information necessary for the public to make informed decisions, and 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 processes.

Program Description

The Communications Unit provides accurate 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 manages 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 various channels. 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, and strives to not only maintain, but forge new relationships with community partners and organizations. The Communications Unit embodies Sheriff's Office strategic plan goals of operating with equity, inclusivity and accessibility as guiding values. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Social media posts	1,214	1,200	1,200	1,200
Outcome	Social media post engagements	351,000	215,000	300,000	325,000
Outcome	Communications development projects	3	3	3	3

Performance Measures Descriptions

The Communications Unit addressed all FY22 projects 1) Providing alt-text is now a common practice on all applicable social media posts. 2) The Communications Unit identified a vendor to help MCSO develop a strategy to build new websites to meet communications best practices. This work continues as an ongoing project in FY23. 3) The Communications Unit and Equity & Inclusion Unit established regular meetings to increase collaboration and information sharing, and to develop short-term and long-term strategies.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$346,764	\$0	\$392,955	\$0
Contractual Services	\$0	\$0	\$28,000	\$0
Materials & Supplies	\$39,500	\$0	\$11,000	\$0
Internal Services	\$9,204	\$0	\$12,056	\$0
Total GF/non-GF	\$395,468	\$0	\$444,011	\$0
Program Total:	\$395,468		\$444,011	
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 2023: 60130A Communications Unit

Clear, effective, and inclusive communication better connects with our members and community ensuring access to vital administrative, emergency, and general information. Along with our general forms of communication (social media, website, email, etc.), MCSO added radio and billboard platforms for marketing/recruiting. Finally, MCSO Communications was responsible for the national communications platform of the Major County Sheriff's Association.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$417,688	\$0	\$425,876	\$0
Contractual Services	\$15,317	\$0	\$637,084	\$0
Materials & Supplies	\$1,174,700	\$0	\$695,453	\$0
Internal Services	\$30,672	\$0	\$23,375	\$0
Capital Outlay	\$0	\$0	\$60,000	\$0
Total GF/non-GF	\$1,638,377	\$0	\$1,841,788	\$0
Program Total:	\$1,638,377		\$1,841,788	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,291,233	\$0	\$1,244,737	\$0
Total Revenue	\$1,291,233	\$0	\$1,244,737	\$0

Explanation of Revenues

The FY 2024 Department Indirect Revenue is \$1,244,737.

Significant Program Changes

Last Year this program was: FY 2023: 60200 Business Services Admin

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,555,760	\$0	\$1,670,456	\$0
Contractual Services	\$47,320	\$0	\$90,000	\$0
Materials & Supplies	\$935,866	\$0	\$1,317,751	\$0
Internal Services	\$5,548,180	\$0	\$4,514,072	\$0
Total GF/non-GF	\$8,087,126	\$0	\$7,592,279	\$0
Program Total:	\$8,087,126		\$7,592,279	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Service Charges	\$4,840	\$0	\$4,840	\$0
Total Revenue	\$4,840	\$0	\$4,840	\$0

Explanation of Revenues

General Fund:
 \$3,600 - Requests for Arrest Reports
 \$1,240 - Crime Capture Reports - Gresham

Significant Program Changes

Last Year this program was: FY 2023: 60205 Criminal Justice Information Systems

Department: Sheriff **Program Contact:** Scott Schlimpert
Program Offer Type: Support **Program Offer Stage:** 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 and contract functions. The Sheriff's Office has over a \$160 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 Description

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.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of payments over 60 days	5.0%	6.0%	5.9%	6.0%
Outcome	Number of accounts payable payments made	4,359	4,000	4,588	4,600

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	2023	2023	2024	2024
Personnel	\$1,409,706	\$0	\$1,703,460	\$0
Materials & Supplies	\$14,783	\$0	\$11,000	\$0
Internal Services	\$73,543	\$0	\$46,384	\$0
Total GF/non-GF	\$1,498,032	\$0	\$1,760,844	\$0
Program Total:	\$1,498,032		\$1,760,844	
Program FTE	9.00	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 2023: 60210 Fiscal Unit

2.0 FTE Office Assistant Seniors moved from Executive Office (program offer 60100).

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$581,626	\$0	\$590,377	\$0
Contractual Services	\$15,000	\$0	\$1,000	\$0
Materials & Supplies	\$18,844	\$0	\$17,000	\$0
Internal Services	\$183,275	\$0	\$159,101	\$0
Total GF/non-GF	\$798,745	\$0	\$767,478	\$0
Program Total:	\$798,745		\$767,478	
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 2023: 60213 Logistics Unit

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, CDC and OSHA directives and guidelines for changing COVID protocols.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,752,588	\$0	\$1,923,395	\$0
Contractual Services	\$72,124	\$0	\$162,000	\$0
Materials & Supplies	\$23,842	\$0	\$80,000	\$0
Internal Services	\$142,496	\$0	\$34,991	\$0
Total GF/non-GF	\$1,991,050	\$0	\$2,200,386	\$0
Program Total:	\$1,991,050		\$2,200,386	
Program FTE	11.00	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 2023: 60110A Human Resources

In fiscal year 2024, this program will move from the Executive Division to the Business Services Division.

Department: Sheriff **Program Contact:** Jennifer Grogan
Program Offer Type: Support **Program Offer Stage:** 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total hours audited per year	1,860,614	1,800,000	1,875,000	1,900,000
Outcome	Number of manual checks issued	58	75	120	120

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	2023	2023	2024	2024
Personnel	\$637,911	\$0	\$682,233	\$0
Materials & Supplies	\$14,371	\$0	\$7,000	\$0
Internal Services	\$3,366	\$0	\$0	\$0
Total GF/non-GF	\$655,648	\$0	\$689,233	\$0
Program Total:	\$655,648		\$689,233	
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 2023: 60111 Time & Attendance Unit

In fiscal year 2024, this program will move from the Executive Division to the Business Services Division.

Department: Sheriff

Program Contact: Jon Harms Mahlandt

Program Offer Type: Support

Program Offer Stage: 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 data-driven programs and policies. The unit's critical functions include data analysis and evaluation, application development, business intelligence, auditing and compliance, and long-term agency planning. P&R values diversity, equity, and inclusion and will be looking for more ways to weave pertinent equity and inclusion related data into various Unit analyses throughout the year. We also strive to help make MCSO a place of safety, trust, and belonging in everything we do.

Program Description

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. And P&R evaluates MCSO programs, using data to identify positive outcomes and areas for improvement, such as a recent evaluation of the human resource process.

P&R works to help make MCSO a more equitable employer, including designing and administering the MCSO employee survey. 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 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Data requests	188	250	345	345
Outcome	Percent of total requests completed on time	98%	98%	100%	100%
Output	Number of meetings focused on Equity	15	24	18	18

Performance Measures Descriptions

P&R tracks data requests through an internal web-based tool. We expect more requests in FY23 relative to FY23, though that trend should flatten into FY24. Our team meets regularly to discuss current events and issues related to diversity, equity, and inclusion, and we continue to pursue opportunities outside of these meetings to increase the role of DEI in our work.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$887,551	\$17,489	\$958,292	\$0
Materials & Supplies	\$5,323	\$0	\$2,000	\$0
Internal Services	\$34,782	\$1,749	\$3,413	\$0
Total GF/non-GF	\$927,656	\$19,238	\$963,705	\$0
Program Total:	\$946,894		\$963,705	
Program FTE	5.00	0.00	5.00	0.00

Program Revenues				
Intergovernmental	\$0	\$19,238	\$0	\$0
Total Revenue	\$0	\$19,238	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 60220 Planning & Research Unit

Department: Sheriff

Program Contact: Francis Cop

Program Offer Type: Support

Program Offer Stage: 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 Enforcement Records, Civil Support, and Word Processing components. Each component ensures the activities of the Law Enforcement Division are documented, recorded, and processed so that gleaned information is properly managed and retrievable, to be consistent with governing provisions.

Program Description

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 adults in custody, public and police officer safety, and the level of service we provide to partners and the community.

Civil Support ensures the service of court papers and enforcement of court orders, such as small claims, divorce papers, subpoenas, child support, restraining orders or eviction papers, are dealt with in a timely manner and accurately recorded. Civil Support also prepares and tracks Real Property foreclosures and is available to assist the public with civil paperwork. Making sure this work is done in a timely and thorough fashion is important in our ability to serve the community during often very difficult situations.

The Word Processing Unit is responsible for preparing accurate and well formatted reports, archiving documentation, and supporting Enforcement Command Staff and investigations. They manage the court appearance calendar to ensure the deputies assigned to the Law Enforcement division are aware and able to appear in court at their assigned date and time. Their responsibilities are critical to the success of enforcement and investigative efforts and supportive of prosecution.

All Enforcement Support services are provided equally to internal and external customers regardless of race, religion, creed, color, or gender identity in a professional and respectful manner.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of warrants received and entered	15,347	20,000	16,000	17,000
Outcome	Number of protective orders received and entered	2,187	3,000	2,400	3,000
Output	Number of law enforcement records entered	14,078	18,000	14,000	18,000
Output	Number of LEDS/NCIC records validated (PO, Warrants, Others)	18,898	18,000	23,000	24,000

Performance Measures Descriptions

Data generated from monthly reports, which are compiled from daily tally sheets. "Warrants entered" are verified by a SWIS report. The report numbers issued performance measure is generated out of RegJIN.

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	2023	2023	2024	2024
Personnel	\$3,215,779	\$0	\$3,521,428	\$0
Contractual Services	\$33,988	\$0	\$44,000	\$0
Materials & Supplies	\$72,970	\$0	\$52,000	\$0
Internal Services	\$52,304	\$0	\$194,979	\$0
Total GF/non-GF	\$3,375,041	\$0	\$3,812,407	\$0
Program Total:	\$3,375,041		\$3,812,407	
Program FTE	27.00	0.00	28.00	0.00

Program Revenues				
Fees, Permits & Charges	\$29,962	\$0	\$35,000	\$0
Other / Miscellaneous	\$32,980	\$0	\$30,000	\$0
Total Revenue	\$62,942	\$0	\$65,000	\$0

Explanation of Revenues

General Fund:
 \$35,000 - Tow Fees
 \$30,000 - Report Requests

This amount is based on what was received during the first 6 months of FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 60225 Enforcement Division Support

1.0 FTE Office Assistant Senior moved from Concealed Handgun Licensing (program offer 60235).

Department: Sheriff

Program Contact: Francis Cop

Program Offer Type: Existing

Program Offer Stage: 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 8,000 alarm customers.

Program Description

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 8,000 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, reducing 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. Additionally, we continue to increase our alarm education outreach to the general public to focus particularly on those who install their own alarms to ensure they know the laws, are compliant, and have information on maintaining alarms for optimum safety. Making this information accessible to everyone is a priority for the Sheriff's office. The efficient use and management of properly working alarm systems provides 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of alarm events	2,660	2,900	2,500	2,850
Outcome	Number of false alarms dispatches completed	2,039	2,100	2,300	2,400
Output	Number of new alarm permits issued	528	800	600	700
Output	Number of existing alarm permits renewed	7,061	8,100	8,000	8,500

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	2023	2023	2024	2024
Personnel	\$0	\$162,868	\$0	\$174,256
Contractual Services	\$0	\$65,057	\$0	\$65,057
Materials & Supplies	\$0	\$2,624	\$0	\$2,624
Internal Services	\$0	\$29,499	\$0	\$29,764
Total GF/non-GF	\$0	\$260,048	\$0	\$271,701
Program Total:	\$260,048		\$271,701	
Program FTE	0.00	1.50	0.00	1.50

Program Revenues				
Fees, Permits & Charges	\$0	\$168,678	\$0	\$126,794
Other / Miscellaneous	\$0	\$61,370	\$0	\$114,907
Beginning Working Capital	\$0	\$30,000	\$0	\$30,000
Total Revenue	\$0	\$260,048	\$0	\$271,701

Explanation of Revenues

This program generates \$23,127 in indirect revenues.

Special Ops Fund:

\$30,000 - Carry-over from Fiscal Year 2023

\$36,227 - Alarms Late Fees

\$90,567 - Alarms Permits

\$114,907 - False Alarms Fines

These amounts are based on FY 2023 mid-year actuals.

Significant Program Changes

Last Year this program was: FY 2023: 60230 Alarm Program

Department: Sheriff

Program Contact: Francis Cop

Program Offer Type: Existing

Program Offer Stage: 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 and Washington, who meet the qualifications set forth by Oregon Revised Statutes (ORS), the opportunity to apply and receive concealed carry licenses.

Program Description

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 daily 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.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	New/renew concealed handgun permit applications	9,926	11,000	10,200	11,000
Outcome	New/transfer/renewal concealed handgun permits issued	10,943	12,000	11,400	12,000
Outcome	New denials and valid concealed handgun permits revoked	385	400	380	400
Output	Number of Courthouse ID's issued	636	600	762	800

Performance Measures Descriptions

Performance Measures for the CHL Unit are generated out of the PERMITS and PERMITIUM systems which is the licensing computer systems.

Legal / Contractual Obligation

Concealed Handgun licensing is mandated by ORS 166.291-297.

Firearm Purchase Permits is mandated by Oregon Measure 114

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$429,629	\$0	\$358,701
Contractual Services	\$0	\$45,889	\$0	\$45,889
Materials & Supplies	\$0	\$75,693	\$0	\$344,511
Internal Services	\$41,917	\$62,691	\$32,495	\$73,005
Capital Outlay	\$0	\$617,894	\$0	\$617,894
Total GF/non-GF	\$41,917	\$1,231,796	\$32,495	\$1,440,000
Program Total:	\$1,273,713		\$1,472,495	
Program FTE	0.00	4.00	0.00	3.00

Program Revenues				
Fees, Permits & Charges	\$0	\$783,385	\$0	\$885,000
Beginning Working Capital	\$0	\$400,000	\$0	\$500,000
Service Charges	\$75,540	\$48,411	\$95,000	\$55,000
Total Revenue	\$75,540	\$1,231,796	\$95,000	\$1,440,000

Explanation of Revenues

This program generates \$55,455 in indirect revenues.

General Fund:

\$95,000 - Facility Access ID Badges (Based on actual amount collected in the first 6 months of FY23.)

Special Ops Fund:

\$500,000 - Carry-over from Fiscal Year 2023; \$5,000 - OLCC Fees; \$880,000 - Concealed Handgun Licenses; \$55,000 - In-Person Handgun Safety Classes and On-line Handgun Safety Course (Based on actual amounts collected during the first 6 months of FY 2023.)

Significant Program Changes

Last Year this program was: FY 2023: 60235 Concealed Handgun Permits

1.0 FTE Office Assistant Senior moved to Enforcement Division Support (program offer 60225A).

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$3,896,861	\$213,221	\$3,655,806	\$230,113
Contractual Services	\$95,200	\$0	\$102,000	\$0
Materials & Supplies	\$370,073	\$0	\$326,000	\$0
Internal Services	\$294,366	\$30,276	\$373,197	\$27,339
Total GF/non-GF	\$4,656,500	\$243,497	\$4,457,003	\$257,452
Program Total:	\$4,899,997		\$4,714,455	
Program FTE	10.50	0.50	10.50	0.50

Program Revenues				
Beginning Working Capital	\$0	\$160,000	\$0	\$160,000
Service Charges	\$0	\$83,497	\$0	\$97,452
Total Revenue	\$0	\$243,497	\$0	\$257,452

Explanation of Revenues

This program generates \$27,339 in indirect revenues.

Justice/Special Ops Fund:

\$97,452 - Reimbursement for use of Training Facility

\$160,000 - Contempt Fines paid by Oregon State Hospital to MCSO per Judge Waller. These funds are to be used for Mental Health training for our Corrections Staff.

Significant Program Changes

Last Year this program was: FY 2023: 60250A Training Unit

Department: Sheriff **Program Contact:** Steve Alexander

Program Offer Type: Administration **Program Offer Stage:** Adopted

Related Programs:
Program Characteristics:

Executive Summary

The Corrections Facilities Division administration provides leadership to Corrections Facilities operations in MCSO detention facilities. It is responsible for developing and guiding implementation of Sheriff's policies and directives in MCSO Corrections Facilities by operational managers and staff supervising Adults in Custody daily.

The Corrections Facilities administration also oversees and determines allocations of resources and personnel throughout the jail system to maintain safe and secure operations for staff and Adults in Custody in addition to ensuring Adults in Custody have access to services while in our care and custody.

Program Description

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. Information collected from Adults in Custody is considered as part of the enactment process to address concerns and ensure there are no disparities in application and address gaps if identified. 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 the COVID19 pandemic and other infectious disease concerns arise which impact facility capacity and processes. The County and Sheriff's Office recognizes the importance of access to communicate with loved ones while an adult is in custody with the Sheriff's Office. This offer includes funding to provide all adults in custody with two phone calls per week at no cost to them. By providing free access to phone calls for adults in our custody, MCSO ensures those experiencing economic hardship are not adversely impacted by the cost of phone services.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent performance measurements met in Division	88%	93%	93%	93%
Outcome	Number of new hires in Corrections Division	46	52	54	56
Output	Number of free phone calls per week offered to adults in custody	2	2	2	2
Outcome	All adults in custody have the opportunity to receive their 2 free phone calls per week (1=yes, 0=no)	1	1	1	1

Performance Measures Descriptions

"Percent performance measures met in Division" represents a summation of total Division performance measures. Does not include Corrections Admin.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$556,422	\$0	\$615,105	\$0
Contractual Services	\$291,720	\$0	\$380,000	\$0
Materials & Supplies	\$61,155	\$0	\$137,000	\$0
Internal Services	\$51,224	\$0	\$39,796	\$0
Total GF/non-GF	\$960,521	\$0	\$1,171,901	\$0
Program Total:	\$960,521		\$1,171,901	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Other / Miscellaneous	\$6,979	\$0	\$10,000	\$0
Service Charges	\$964	\$0	\$3,500	\$0
Total Revenue	\$7,943	\$0	\$13,500	\$0

Explanation of Revenues

General Fund:
 \$3,500 - Marriage Fees
 \$10,000 - Restitution Fines

Based on FY 2023 mid-year actuals.

Significant Program Changes

Last Year this program was: FY 2023: 60300 Corrections Facilities Admin

Department: Sheriff **Program Contact:** Brian Parks

Program Offer Type: Existing **Program Offer Stage:** 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 Description

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 Release deputy works closely with transition services, medical/mental health and Corrections Records to ensure necessary information and documents are provided to individuals being released. Release also ensures individual property is returned upon release.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of standard and in transit bookings processed	13,405	18,000	15,500	19,000
Outcome	Number of releases processed at MCDC	13,001	20,000	15,000	19,000

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	2023	2023	2024	2024
Personnel	\$9,868,316	\$0	\$11,637,274	\$0
Contractual Services	\$179,246	\$0	\$0	\$0
Materials & Supplies	\$68,708	\$0	\$16,000	\$0
Internal Services	\$1,683	\$0	\$1,126	\$0
Total GF/non-GF	\$10,117,953	\$0	\$11,654,400	\$0
Program Total:	\$10,117,953		\$11,654,400	
Program FTE	59.24	0.00	59.24	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 60305A Booking & Release

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	2023	2023	2024	2024
Personnel	\$11,718,957	\$0	\$13,259,643	\$0
Contractual Services	\$770,318	\$0	\$935,000	\$0
Materials & Supplies	\$77,037	\$0	\$202,000	\$0
Internal Services	\$5,284,789	\$0	\$5,707,758	\$0
Capital Outlay	\$47,922	\$0	\$150,000	\$0
Total GF/non-GF	\$17,899,023	\$0	\$20,254,401	\$0
Program Total:	\$17,899,023		\$20,254,401	
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 2023: 60310A MCDC Core Jail & 4th Floor

Department: Sheriff **Program Contact:** Brian Parks
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

This offer is for the operation of 96 individual cells at the Multnomah County Detention Center, located on the 5th floor of the facility, and supports the staff and resources necessary to provide supervision, safety and security for those housed in these units on a 24/7 basis. Deputies provide support for the access to program, medical, religious and professional services adults in custody require daily.

Program Description

The 5th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. Each floor contains a control center and four housing modules as well as some program space. The 5A and 5D modules each have 32 individual cells each while the 5B and 5C modules have 16 each. The total bed capacity for the 5th 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.

Most of these housing units are currently integrated as part of our classification housing for incoming arrestees who remain in our custody for observation purposes prior to movement to longer term housing options.

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 individual 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.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average daily Adults in Custody population of MCDC	339	350	353	355
Outcome	Adults in Custody and staff assaults at MCDC	155	115	190	195

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	2023	2023	2024	2024
Personnel	\$4,274,994	\$0	\$4,646,736	\$0
Contractual Services	\$242,217	\$0	\$313,000	\$0
Materials & Supplies	\$51,402	\$0	\$159,000	\$0
Internal Services	\$30,644	\$0	\$28,818	\$0
Total GF/non-GF	\$4,599,257	\$0	\$5,147,554	\$0
Program Total:	\$4,599,257		\$5,147,554	
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 2023: 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	2023	2023	2024	2024
Personnel	\$2,304,317	\$0	\$2,454,594	\$0
Contractual Services	\$180,641	\$0	\$234,000	\$0
Materials & Supplies	\$61,957	\$0	\$9,000	\$0
Internal Services	\$27,515	\$0	\$25,638	\$0
Total GF/non-GF	\$2,574,430	\$0	\$2,723,232	\$0
Program Total:	\$2,574,430		\$2,723,232	
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 2023: 60310C MCDC 6th 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	2023	2023	2024	2024
Personnel	\$4,116,824	\$0	\$4,427,668	\$0
Contractual Services	\$121,109	\$0	\$156,000	\$0
Materials & Supplies	\$17,407	\$0	\$9,000	\$0
Internal Services	\$31,209	\$0	\$29,394	\$0
Total GF/non-GF	\$4,286,549	\$0	\$4,622,062	\$0
Program Total:	\$4,286,549		\$4,622,062	
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 2023: 60310D MCDC 7th 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	2023	2023	2024	2024
Personnel	\$2,369,793	\$0	\$2,827,986	\$0
Contractual Services	\$59,532	\$0	\$78,000	\$0
Materials & Supplies	\$11,303	\$0	\$5,000	\$0
Internal Services	\$5,115	\$0	\$5,200	\$0
Total GF/non-GF	\$2,445,743	\$0	\$2,916,186	\$0
Program Total:	\$2,445,743		\$2,916,186	
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 2023: 60310E MCDC 8th Floor

Department: Sheriff **Program Contact:** Brian Parks
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

MCSO supports Corrections Health by increasing its Clinic Escort Deputy Staff by one at each facility creating a swing shift clinic at Multnomah County Inverness Jail (MCIJ) and the Multnomah County Detention Center (MCDC). This has significantly increased Adult in Custody access to mental health clinicians, physicians, nurse practitioners, and physician assistants. Moreover, the length of appointments and quality of care to Adults in Custody is enhanced with the extended hours of clinician availability.

Program Description

Previously, clinics only operated during day shift, Monday through Friday. This schedule could not accommodate Adults in Custody seeking medical or mental health appointments. Other aspects of jail operations which require the presence of an Escort Deputy such as court appearance movements, off-site for work crew projects, kitchen work crews, attorney visits, social services visits and other necessary tasks often limits staffing. These multiple demands on Escorts at times limited the ability to move Adults in Custody for regular medical/mental health appointments due to the lack of Escort Deputy availability. The addition of swing shift hours has increased access for Adults in Custody.

MCSO Clinic Escort deputies work in collaboration with Corrections Health to provide increased access to medical/mental health appointments. The dedication of one additional Clinic Escort Deputy for expanded hours on swing shift at MCDC and MCIJ has allowed medical/mental health appointments to be made much more frequently significantly increasing access for Adults in Custody to these critical services. A further expected outcome of additional clinic access is a shortening of jail stays, lessening of use of force events, increased therapeutic assessments, fewer injuries to Adults in Custody and staff, potential release from custody, and an increased placement of Adults in Custody in the appropriate venues such as the Oregon State Hospital, Unity Center, Hospital, etc.

The staffing of the swing shift Clinic Escort Deputy position facilitates safe and secure supervision of Adults in Custody requiring clinic services and creates a safe and secure working environment for Corrections Health Staff.

Reduction of funding for a Clinic Escort on swing shift at each facility will negatively impact Adults In Custody access to care and response to mental health needs. The Clinic escort has also provided additional support and response for COVID19 affected housing and access for medical staff to provide care for Adults In Custody. Reduction of jail population during the pandemic resulted in a drop in the number of Adults in Custody and the number of clinic visits but is expected to rise as the jail system returns to regular operations.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of nursing assessments/visits on evening shift at MCDC	1,000	900	1,000	1,000
Outcome	Number of nursing assessments / visits on evening shift at MCIJ	2,300	2,100	2,300	2,100

Performance Measures Descriptions

Performance measure changed from "...assessments/visits per month" to total for the year. Numbers provided by Corrections Health.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$283,276	\$0	\$364,136	\$0
Total GF/non-GF	\$283,276	\$0	\$364,136	\$0
Program Total:	\$283,276		\$364,136	
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 2023: 60311 Clinic Escort Deputies

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	2023	2023	2024	2024
Personnel	\$4,777,886	\$7,803,660	\$8,647,613	\$5,949,355
Contractual Services	\$1,264,162	\$0	\$605,000	\$0
Materials & Supplies	\$65,280	\$0	\$142,002	\$192,209
Internal Services	\$5,260,007	\$1,108,114	\$5,624,022	\$919,771
Capital Outlay	\$42,181	\$0	\$150,000	\$0
Total GF/non-GF	\$11,409,516	\$8,911,774	\$15,168,637	\$7,061,335
Program Total:	\$20,321,290		\$22,229,972	
Program FTE	20.26	45.84	37.02	29.08

Program Revenues				
Intergovernmental	\$0	\$8,911,774	\$0	\$7,061,335
Service Charges	\$6,571,733	\$0	\$6,614,875	\$0
Total Revenue	\$6,571,733	\$8,911,774	\$6,614,875	\$7,061,335

Explanation of Revenues

This program generates \$919,771 in indirect revenues.

-General Fund:

Federal: \$6,414,875 - US Marshal for 95 Beds (Per County Budget Office) X \$185 (new rate as of 10/01/19) X 365 Days; \$50,000 - BOP (Based on actuals collected the first 6 months of FY 2023); State: \$150,000 - M73/SB395 Inmate Beds (Based on actuals collected in FY 2023)

-Fed/State Fund:

State: \$6,608,159 - Senate Bill 1145 State Funding (Estimated) This base program offer budgets the entire SB 1145 revenue except for a portion in the Jail Programs Program Offer (PO 60430). \$453,176 - DOC M57 State Funding (Estimated)

Significant Program Changes

Last Year this program was: FY 2023: 60330A MCIJ Dorms 16, 17 & 18

Multnomah County receives Senate Bill 1145 Community Corrections (SB 1145) funds from the Oregon State Department of Corrections (DOC) to provide parole, probation and/or post-prison supervision services for adults sentenced to 12 months or less. SB 1145 funding is a critical piece of Multnomah County's budget. In the 2023-2025 biennium, the Governor's budget reduced the SB 1145 funding. When combined with inflationary impacts of personnel costs, Multnomah County is facing a significant funding shortfall in public safety in FY 2024. Fiscal year 2024 estimated impact to MCSO is \$3,390,591.

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	2023	2023	2024	2024
Personnel	\$2,574,268	\$0	\$2,940,215	\$0
Contractual Services	\$270,058	\$0	\$338,000	\$0
Materials & Supplies	\$54,034	\$0	\$64,000	\$0
Total GF/non-GF	\$2,898,360	\$0	\$3,342,215	\$0
Program Total:	\$2,898,360		\$3,342,215	
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 2023: 60330B MCIJ Dorms 6 & 7

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	2023	2023	2024	2024
Personnel	\$2,466,335	\$0	\$2,715,602	\$0
Contractual Services	\$270,058	\$0	\$340,000	\$0
Materials & Supplies	\$54,034	\$0	\$64,000	\$0
Total GF/non-GF	\$2,790,427	\$0	\$3,119,602	\$0
Program Total:	\$2,790,427		\$3,119,602	
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 2023: 60330C MCIJ Dorm 8 & 9

Department: Sheriff **Program Contact:** Kurtiss Morrison
Program Offer Type: Existing **Program Offer Stage:** Adopted
Related Programs:
Program Characteristics:

Executive Summary

This program offer is for the operation of 138 beds at the Multnomah County Inverness Jail (MCIJ). Dorm 14 houses 65 persons in single cells and Dorm 15 houses 73 individuals in single cells. Dorms 14 and 15 have previously been used as part of our COVID-19 observation processes. Moving forward, Dorm 14 and Dorm 15 will again serve as transitional housing units for adults in custody awaiting movement to longer term, less restrictive housing options.

Program Description

This program offer is for the operation of 138 beds at the Multnomah County Inverness Jail (MCIJ). Dorm 14 houses 65 persons in single cells and Dorm 15 houses 73 individuals in single cells. Single cell dorm housing is utilized for offenders requiring a higher level of control and supervision. These dorms offer a more controlled, single cell environment which provides for enhanced safety and security. Adults in custody in these units are regularly reviewed by the MCSO Classification unit for eligibility to transition to open dorm housing, our least restrictive housing available, while in custody.

The Inverness Jail is a medium security, primarily direct supervision, dormitory style facility. In addition to the open dorm style housing units, there are several single cell housing units. The design and population of Inverness Jail offer the greatest opportunities for programs, education and volunteer 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 has access to medical, mental health and emotional support while in custody.

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. Funding for MCIJ and the Multnomah County Detention Center (MCDC) aid the Sheriff in managing the incarcerated population and reduces the potential for emergency releases.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average daily inmate population MCIJ total	456	575	516	550
Outcome	Number of inmate and staff assaults MCIJ	72	55	48	60

Performance Measures Descriptions

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	2023	2023	2024	2024
Personnel	\$2,936,538	\$0	\$3,434,247	\$0
Contractual Services	\$315,831	\$0	\$400,000	\$0
Materials & Supplies	\$63,590	\$0	\$64,000	\$0
Total GF/non-GF	\$3,315,959	\$0	\$3,898,247	\$0
Program Total:	\$3,315,959		\$3,898,247	
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 2023: 60330D MCIJ Dorms 14 & 15

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	2023	2023	2024	2024
Personnel	\$251,225	\$0	\$322,468	\$0
Total GF/non-GF	\$251,225	\$0	\$322,468	\$0
Program Total:	\$251,225		\$322,468	
Program FTE	1.82	0.00	1.82	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 60330H MCIJ East Control

Department: Sheriff

Program Contact: Steve Alexander

Program Offer Type: New

Program Offer Stage: Adopted

Related Programs:
Program Characteristics:

Executive Summary

This program offer is for the continued funding of Dorm 13 (65 beds) at the Multnomah County Inverness Jail (MCIJ) utilizing the general fund to replace expiring ARPA funding. The continued operation of Dorm 13 allows for housing of other populations at MCIJ, such as mental health and female persons in custody, that would otherwise be displaced from the facility. Open dorm housing is the least restrictive for Adults in Custody, providing the most access to programs and activities to help address individual needs. 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 dorms.

Program Description

Dorm 13 will provide additional housing space for those committed to the custody of the Sheriff's Office. The continued operation of Dorm 13 allows for housing of other populations at MCIJ, such as mental health and female persons in custody, that would otherwise be displaced from the facility. 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. Adults in custody have increased access to programs, services, and recreation in open dorm housing.

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.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average daily population	456	575	516	550
Outcome	Adult in custody and staff assaults	72	55	48	60

Performance Measures Descriptions

Assault data from Hearing Officer monthly reports.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$637,357	\$696,057	\$0
Contractual Services	\$0	\$0	\$172,000	\$0
Materials & Supplies	\$0	\$0	\$37,334	\$0
Total GF/non-GF	\$0	\$637,357	\$905,391	\$0
Program Total:	\$637,357		\$905,391	
Program FTE	0.00	0.00	3.64	0.00

Program Revenues				
Intergovernmental	\$0	\$637,357	\$0	\$0
Total Revenue	\$0	\$637,357	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 60998 ARP - MCIJ Dorm 13

Prior to FY 2024, this program was funded with American Rescue Plan funding (ARP) for physical distancing. It is now being funded with ongoing General Fund funding as part of regular operations and is therefore marked New.

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	2023	2023	2024	2024
Personnel	\$123,765	\$0	\$138,837	\$0
Materials & Supplies	\$44,359	\$0	\$40,000	\$0
Internal Services	\$10,874	\$0	\$19,429	\$0
Total GF/non-GF	\$178,998	\$0	\$198,266	\$0
Program Total:	\$178,998		\$198,266	
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 2023: 60345 CERT/CNT

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$171,518	\$0	\$212,793
Internal Services	\$0	\$11,733	\$0	\$21,279
Total GF/non-GF	\$0	\$183,251	\$0	\$234,072
Program Total:	\$183,251		\$234,072	
Program FTE	0.00	1.30	0.00	1.30

Program Revenues				
Intergovernmental	\$0	\$183,251	\$0	\$234,072
Total Revenue	\$0	\$183,251	\$0	\$234,072

Explanation of Revenues

This program generates \$21,279 in indirect revenues.
 State: \$234,072 - HB3194 Justice Reinvestment Fund

Significant Program Changes

Last Year this program was: FY 2023: 60350 HB3194 Justice Reinvestment - Escorts

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$4,409,605	\$0	\$4,629,889	\$0
Contractual Services	\$821	\$0	\$500	\$0
Materials & Supplies	\$76,708	\$0	\$17,500	\$0
Internal Services	\$49,507	\$0	\$55,679	\$0
Total GF/non-GF	\$4,536,641	\$0	\$4,703,568	\$0
Program Total:	\$4,536,641		\$4,703,568	
Program FTE	37.00	0.00	36.00	0.00

Program Revenues				
Other / Miscellaneous	\$3,286	\$0	\$15,000	\$0
Service Charges	\$26,400	\$0	\$20,000	\$0
Total Revenue	\$29,686	\$0	\$35,000	\$0

Explanation of Revenues

General Fund:
 \$20,000 - Social Security Incentive Revenue
 \$15,000 - Report Requests

Based on FY23 mid-year actuals.

Significant Program Changes

Last Year this program was: FY 2023: 60360 Corrections Support

1.0 FTE MCSO Records Technician moved to SB1145 Reduction (program offer 60330I).

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$524,958	\$0	\$893,444	\$0
Contractual Services	\$0	\$0	\$10,000	\$0
Materials & Supplies	\$181,742	\$0	\$17,000	\$0
Internal Services	\$12,738	\$0	\$17,538	\$0
Total GF/non-GF	\$719,438	\$0	\$937,982	\$0
Program Total:	\$719,438		\$937,982	
Program FTE	2.00	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 2023: 60400 Corrections Services Division Admin

1.0 FTE Captain moved from Internal Affairs (program offer 60120).

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	2023	2023	2024	2024
Personnel	\$3,066,833	\$0	\$3,637,363	\$0
Contractual Services	\$0	\$0	\$5,000	\$0
Materials & Supplies	\$25,263	\$0	\$34,000	\$0
Internal Services	\$486,548	\$0	\$514,042	\$0
Capital Outlay	\$5,560	\$0	\$0	\$0
Total GF/non-GF	\$3,584,204	\$0	\$4,190,405	\$0
Program Total:	\$3,584,204		\$4,190,405	
Program FTE	16.00	0.00	16.00	0.00

Program Revenues				
Service Charges	\$27,379	\$0	\$15,000	\$0
Total Revenue	\$27,379	\$0	\$15,000	\$0

Explanation of Revenues

General Fund:
\$15,000 - Interstate Fugitive Shuttle, Transfer of State Wards and USM

Significant Program Changes

Last Year this program was: FY 2023: 60405 Transport

Department: Sheriff **Program Contact:** Stephen Reardon

Program Offer Type: Existing **Program Offer Stage:** 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 Description

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.

A backlog of cases created by the impacts to court operations during the pandemic will create an increase in activity for the CSU. Staff have adopted innovative solutions working the judiciary to increase the number of matters being seen each day, doing its part to limit the impacts of a delayed adjudication for those in MCSO custody.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of individuals taken into custody	169	450	157	170
Outcome	Number of court proceedings requiring a staff member	4,276	10,500	3,477	3,500

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	2023	2023	2024	2024
Personnel	\$4,361,343	\$0	\$4,793,295	\$0
Contractual Services	\$77,144	\$0	\$5,000	\$0
Materials & Supplies	\$37,811	\$0	\$22,000	\$0
Internal Services	\$594,359	\$0	\$651,679	\$0
Total GF/non-GF	\$5,070,657	\$0	\$5,471,974	\$0
Program Total:	\$5,070,657		\$5,471,974	
Program FTE	23.00	0.00	22.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 60410A Court Services - Courthouse

1.0 FTE Deputy Sheriff moved to Court Services JJC (program offer 60410C).

Department: Sheriff **Program Contact:** Stephen Reardon

Program Offer Type: Existing **Program Offer Stage:** 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 Description

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.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of individuals taken into custody	35	75	17	35
Outcome	Number of major incidents	6	50	10	25

Performance Measures Descriptions

"Major incidents" include use of force incidents, escapes, medical and disruptive behavior by court participants which result in their exclusion. All the FY22 numbers reflect the courts returning to pre COVID operations.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,204,238	\$0	\$1,326,430	\$0
Materials & Supplies	\$4,607	\$0	\$7,000	\$0
Total GF/non-GF	\$1,208,845	\$0	\$1,333,430	\$0
Program Total:	\$1,208,845		\$1,333,430	
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 2023: 60410B Court Services - Justice Center

Department: Sheriff **Program Contact:** Stephen Reardon

Program Offer Type: Existing **Program Offer Stage:** 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 Description

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 two (2) Law Enforcement Division deputies. One is required by Oregon State 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 deputies 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 two CSU deputies are able to provide exemplary service to the vulnerable members of the community and their families.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of persons taken into custody	12	50	30	50
Outcome	Calls for assistance	53	47	60	47
Output	Number of juvenile transports to and from outside facilities	33	75	40	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 FY22 numbers reflect the courts returning to pre COVID operations.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$169,998	\$0	\$394,615	\$0
Total GF/non-GF	\$169,998	\$0	\$394,615	\$0
Program Total:	\$169,998		\$394,615	
Program FTE	1.00	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 2023: 60410C Court Services - JJC

1.0 FTE Deputy Sheriff moved from Court Services Courthouse (program offer 60410A).

Department: Sheriff

Program Contact: Chris Austin

Program Offer Type: Existing

Program Offer Stage: 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 Multnomah County Courthouse, Justice Center, Juvenile Justice Complex, 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 Description

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, and a large number of prohibited items detected during security screening.

The FSU has embarked on an intentional effort to align its operational mission with the agencies Diversity, Equity and Inclusion (DEI) goals by engaging with both the MCSO DEI Director and Multnomah County Organizational Learning. This work has started with the leadership team with the FSU and will cascade down through all staff assigned to the unit, ensuring our staff have the training and support they need to assist those they help each day in our community.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of members of the public screened for entry	194,782	200,000	284,011	300,000
Outcome	Number of employees/other agency staff screened	177,670	200,000	220,205	270,000
Outcome	Number of prohibited items found during screening	6,997	7,000	8,100	9,000
Outcome	Courtroom standbys	56	50	86	100

Performance Measures Descriptions

Courts include the Courthouse, East County Courthouse, Justice Center, and the Juvenile Justice Complex. Data is from the FSO statistics database. NOTE: The court system has been experiencing drastically reduced in-person dockets due to COVID-affected operations, altering reportable statistics from normally reported levels. Increases shown here, though still lower than previous years, are a result of the court system beginning to resume more regular 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	2023	2023	2024	2024
Personnel	\$1,752,448	\$650,645	\$1,875,437	\$723,907
Materials & Supplies	\$22,412	\$6,149	\$28,000	\$6,149
Internal Services	\$0	\$92,392	\$0	\$92,392
Capital Outlay	\$143,500	\$0	\$150,000	\$0
Total GF/non-GF	\$1,918,360	\$749,186	\$2,053,437	\$822,448
Program Total:	\$2,667,546		\$2,875,885	
Program FTE	12.60	6.00	12.60	6.00

Program Revenues				
Other / Miscellaneous	\$5,670	\$749,186	\$7,117	\$822,448
Total Revenue	\$5,670	\$749,186	\$7,117	\$822,448

Explanation of Revenues

This program generates \$92,392 in indirect revenues.

General Fund: \$7,117 - Security Services for Parenting Classes (4.5 Hrs X 2 Classes X 12 months X \$65.89 FY 2024 avg. rate) Reference: PO 50052, M50 1516 JFCS, Fund 1516 Ledger 60440

Special Ops Fund: \$646,647 - HB2710, 2712, 5056; \$172,301 - HB5050; \$2,000 - Fairview Jail Assessments; \$1,500 - SB1065

Based on mid-year FY23 actual amounts collected.

Significant Program Changes

Last Year this program was: FY 2023: 60415A Facility Security - Courts

Department: Sheriff

Program Contact: Chris Austin

Program Offer Type: Existing

Program Offer Stage: 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 accessing the jail facilities. Facility Security Officers (FSOs) provide security screening and assist the public and professional visitors with inmate information, bail processing, visitation, inmate accounts, and inmate property transactions.

Program Description

Facility Security Officers (FSOs) 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 Facility Security Unit (FSU) ensures safe access to MCSO facilities for all community members. The 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. The FSU has embarked on an intentional effort to align its operational mission with the agencies Diversity, Equity and Inclusion (DEI) goals by engaging with both the MCSO DEI Director and Multnomah County Organizational Learning. This work has started with the leadership team with the FSU and will cascade down through all staff assigned to the unit, ensuring our staff have the training and support they need to assist those they help each day in our community.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number in MCDC and MCIJ	63,467	50,000	90,655	95,000
Outcome	Number of service requests from jail	13,147	12,000	23,068	26,000
Outcome	Number of bails processed on behalf of Oregon Judicial Department	865	1,300	658	750
Outcome	Number of social & professional inmate visits	12,159	20,000	21,538	25,000

Performance Measures Descriptions

Jails include the Multnomah County Detention Center (MCDC) and the Multnomah County Inverness Jail (MCIJ). Data is from the FSO statistics database. NOTE: The Courts experiencing drastically reduced dockets due to COVID-affected operations, coupled with recent statewide bail reform efforts, have drastically altered reportable statistics from normally reported levels.

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	2023	2023	2024	2024
Personnel	\$2,782,567	\$0	\$2,933,650	\$0
Materials & Supplies	\$35,128	\$0	\$27,000	\$0
Internal Services	\$374,560	\$0	\$402,047	\$0
Total GF/non-GF	\$3,192,255	\$0	\$3,362,697	\$0
Program Total:	\$3,192,255		\$3,362,697	
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 2023: 60415B Facility Security - Jails



Program #60415C - Facility Security - Dom Violence Gateway One Stop FY 2024 Adopted

Department: Sheriff **Program Contact:** Chris Austin
Program Offer Type: Existing **Program Offer Stage:** 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 Description

The FSU provides security and information for both the public and professionals conducting business at The Gateway Center facility. The FSU works closely with a variety of community 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 Gateway Center. 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 services.

The FSU has embarked on an intentional effort to align its operational mission with the agencies Diversity, Equity and Inclusion (DEI) goals by engaging with both the MCSO DEI Director and Multnomah County Organizational Learning. This work has started with the leadership team with the FSU and will cascade down through all staff assigned to the unit, ensuring our staff have the training and support they need to assist those they help each day in our community.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of service visits to the Gateway Center	10,400	11,000	10,000	11,000
Outcome	Number of incidents reported	3	20	3	5
Outcome	Number of area searches	1,414	2,000	1,747	2,000

Performance Measures Descriptions

Data is from the FSO statistics database and the Gateway Center Director. With COVID, the Center has mostly been closed since April 2020, which has drastically reduced reportable statistics from normally reported levels.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$97,884	\$0	\$120,260	\$0
Total GF/non-GF	\$97,884	\$0	\$120,260	\$0
Program Total:	\$97,884		\$120,260	
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 2023: 60415C Facility Security - Dom Violence Gateway One Stop

Department: Sheriff

Program Contact: Chris Austin

Program Offer Type: New

Program Offer Stage: 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 anyone accessing local courthouses and jail facilities. The FSU consists of a diverse, non-sworn uniformed team currently under-staffed and overburdened with overtime due to the long-standing use of a shift model that is inequitable to staff when compared with their uniformed counterparts in the agency. Members of the FSU deserve a work environment that supports their professional development through access to training opportunities and an expectation of reasonable work-life balance and our community deserves to engage with employees who are informed and physically and mentally rested and able to meet their individual needs.

Program Description

In 2022 the FSU leadership in collaboration with the MCSO Equity and Inclusion Director began working on implementing the core concepts of the Workforce Equity Strategic Plan (WESP) into the fabric of its policy, practice and communication. By challenging the status quo in the unit, this leadership team has chosen to ensure the voices of their staff are a priority in policy decisions, operational discussions and addressing personnel matters in the unit.

This work has led to challenging, honest discussions that set aside the power dynamics of the traditional hierarchical supervisory structure, in favor of a discussion of the impacts of decision making on staff and the community. The focus of the conversations shifted from finding solutions that worked for the leadership, and instead aimed to ensure decision making did not further or create desperate impacts to marginalized individuals in our community and our workforce.

Two priorities stood out as imperative to turning this initial work into meaningful change; training and communication. Working with Organizational Learning and the MCSO EI Director a series of supervisory trainings were held to provide a roadmap to change within the unit. In addition, a routine process for staff one on one meetings with managers and a unit-wide survey were started. The mission of both these efforts was to create active listeners willing to hear the challenges facing the unit from the voice of our employees, and understand retention concerns after several FSOs left the unit.

The result of staff's candor in both one on one meetings and survey results was that staffing and communication are ongoing challenges the leave them feeling unseen in our organization. This unit has historically relied on an overtime burden of over \$600,000 each year. These additional hours are a direct consequence of insufficient staffing levels, resulting in post closures, significant workplace stress, and limit staff's ability to find work-life balance, all of which are addressed through relief factors within their uniformed counterparts. The Corrections Services Division seeks to continue its work towards the goals of the WESP by funding an additional Program Supervisor and eight (8) additional FSOs to the unit.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of staff hired in the Fiscal Year	N/A	N/A	N/A	9
Outcome	Reduction in overtime hours required to meet minimum staffing.	N/A	N/A	N/A	30%
Outcome	Reduction in post closures.	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	2023	2023	2024	2024
Personnel	\$0	\$0	\$562,877	\$0
Materials & Supplies	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$0	\$562,877	\$0
Program Total:	\$0		\$562,877	
Program FTE	0.00	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:

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	2023	2023	2024	2024
Personnel	\$3,959,479	\$0	\$4,438,315	\$0
Materials & Supplies	\$27,481	\$0	\$19,000	\$0
Internal Services	\$26,707	\$0	\$28,591	\$0
Total GF/non-GF	\$4,013,667	\$0	\$4,485,906	\$0
Program Total:	\$4,013,667		\$4,485,906	
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 2023: 60420 Classification

Department: Sheriff **Program Contact:** William Hong
Program Offer Type: Existing **Program Offer Stage:** 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of adults in custody with behavior health concerns moved to medical clinic for care	847	1,800	966	1,200
Outcome	Number of adults in custody engaged in the Aid & Assist Docket	436	550	104	300

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	2023	2023	2024	2024
Personnel	\$336,190	\$0	\$410,184	\$0
Total GF/non-GF	\$336,190	\$0	\$410,184	\$0
Program Total:	\$336,190		\$410,184	
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 2023: 60425 MCDC Behavioral Health Team

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	2023	2023	2024	2024
Personnel	\$2,864,051	\$243,588	\$2,795,847	\$388,177
Contractual Services	\$193,167	\$0	\$94,000	\$143,704
Materials & Supplies	\$105,076	\$0	\$65,000	\$61,296
Internal Services	\$54,648	\$34,589	\$64,023	\$60,012
Total GF/non-GF	\$3,216,942	\$278,177	\$3,018,870	\$653,189
Program Total:	\$3,495,119		\$3,672,059	
Program FTE	20.50	2.00	18.50	3.00

Program Revenues				
Intergovernmental	\$0	\$278,177	\$0	\$653,189
Total Revenue	\$0	\$278,177	\$0	\$653,189

Explanation of Revenues

This program generates \$60,012 in indirect revenues.

State: -Fed/State Fund: \$306,089 - Senate Bill 1145 State Funding (Estimated). A portion of the SB1145 Funding is in this program offer and the balance is budgeted in the MCIJ Dorms Offer (60330A).

Federal: \$347,100 - Connect and Protect grant

Significant Program Changes

Last Year this program was: FY 2023: 60430 Jail Programs

2.0 FTE Corrections Counselors were reduced as part of the SB 1145 revenue reduction. Multnomah County receives Senate Bill 1145 Community Corrections (SB 1145) funds from the Oregon State Department of Corrections (DOC) to provide parole, probation and/or post-prison supervision services for adults sentenced to 12 months or less. SB 1145 funding is a critical piece of Multnomah County's budget. In the 2023-2025 biennium, the Governor's budget reduced the SB 1145 funding. When combined with inflationary impacts of personnel costs, Multnomah County is facing a significant funding shortfall in public safety in FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,062,687	\$318,436	\$405,204	\$384,100
Contractual Services	\$96,100	\$27,035	\$9,000	\$27,035
Materials & Supplies	\$66,215	\$0	\$8,000	\$0
Internal Services	\$55,699	\$45,218	\$106,831	\$59,008
Total GF/non-GF	\$1,280,701	\$390,689	\$529,035	\$470,143
Program Total:	\$1,671,390		\$999,178	
Program FTE	6.00	2.00	2.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$390,689	\$0	\$470,143
Total Revenue	\$0	\$390,689	\$0	\$470,143

Explanation of Revenues

This program generates \$59,008 in indirect revenues.
 Special Ops Fund:
 \$253,871 - County Roads & Bridges Fund
 \$216,272 - County Facilities Mgmt for custodial/landscaping services

Significant Program Changes

Last Year this program was: FY 2023: 60432 MCIJ Work Crews

4.00 FTE were reduced to meet the General Fund constraint.

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	2023	2023	2024	2024
Personnel	\$137,939	\$0	\$216,884	\$0
Materials & Supplies	\$4,474	\$0	\$2,000	\$0
Internal Services	\$561	\$0	\$564	\$0
Total GF/non-GF	\$142,974	\$0	\$219,448	\$0
Program Total:	\$142,974		\$219,448	
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 2023: 60435 Volunteer Services

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$169,713	\$0	\$174,415
Materials & Supplies	\$0	\$6,217	\$0	\$6,217
Internal Services	\$0	\$21,490	\$0	\$26,965
Total GF/non-GF	\$0	\$197,420	\$0	\$207,597
Program Total:	\$197,420		\$207,597	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$197,420	\$0	\$207,597
Total Revenue	\$0	\$197,420	\$0	\$207,597

Explanation of Revenues

This program generates \$26,965 in indirect revenues.
 State: \$207,597 - HB3194 Justice Reinvestment Fund

Significant Program Changes

Last Year this program was: FY 2023: 60440 HB3194 Justice Reinvestment - Program Administrator

Department: Sheriff **Program Contact:** Stephen Reardon

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

Related Programs:
Program Characteristics:
Executive Summary

The Close Street Supervision Unit is a pretrial release monitoring program aimed at providing resources to support adults in custody approved to return to the community while awaiting their court process. This multidisciplinary team is comprised of corrections deputies and MCSO Programs Unit staff who strive to provide community resource connections to ensure success in this program. Because many of those who are justice involved are persons of color, who have been historically underserved and are in an especially vulnerable position due to the challenges they face in receiving adequate representation while incarcerated, the opportunity to remain out of custody pending case resolution is imperative to ensuring everyone in our custody is treated with dignity and respect.

Program Description

At the direction of the court, the Close Street Supervision (CSS) provides supportive, individualized monitoring for pretrial arrestees who would otherwise be ineligible for release from custody pending case resolution.

CSS deputies work in collaboration with Corrections Counselors to develop monitoring plans that help to ensure client accountability to court directives. Successful monitoring is accomplished through conducting needs assessments, and services to assist clients in reconnecting with employment, mental health and SUDS providers, family services, housing, and coordinating other social service needs. Connections to culturally specific support resources are imperative to addressing the needs of marginalized communities who are historically overrepresented in the criminal justice system.

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.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of referrals to the Close Street program	995	845	851	950
Outcome	Average number of supervised people per deputy	71	80	55	65
Outcome	Percent of population appearing for all court dates during supervision	90%	92%	92%	92%
Outcome	Percent of population booked for new crimes during supervision	0.09%	3.00%	0.20%	0.20%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,239,277	\$0	\$825,195	\$0
Contractual Services	\$36,080	\$0	\$300,000	\$0
Materials & Supplies	\$27,133	\$0	\$33,000	\$0
Internal Services	\$86,925	\$0	\$86,984	\$0
Total GF/non-GF	\$1,389,415	\$0	\$1,245,179	\$0
Program Total:	\$1,389,415		\$1,245,179	
Program FTE	7.00	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 2023: 60445 Close Street

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$561,820	\$0
Total GF/non-GF	\$0	\$0	\$561,820	\$0
Program Total:	\$0		\$561,820	
Program FTE	0.00	0.00	3.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

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	2023	2023	2024	2024
Personnel	\$1,023,206	\$0	\$1,079,554	\$0
Contractual Services	\$0	\$0	\$9,000	\$0
Materials & Supplies	\$16,753	\$0	\$15,000	\$0
Internal Services	\$320,153	\$0	\$396,303	\$0
Total GF/non-GF	\$1,360,112	\$0	\$1,499,857	\$0
Program Total:	\$1,360,112		\$1,499,857	
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 2023: 60450 Warehouse

Department: Sheriff **Program Contact:** Sjohn Williamson
Program Offer Type: Existing **Program Offer Stage:** 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.

Program Description

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, in alignment with agency values to treat everyone with dignity and respect. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Pounds of clean laundry processed for adults in custody & Juvenile Detention Facility	642,047	626,527	710,028	710,028
Outcome	Total paid claims regarding lost/missing inmate property	3	5	6	5
Outcome	Total bookings/releases processed by Property	27,198	35,500	31,100	35,500

Performance Measures Descriptions

"Pounds of clean laundry processed for adults in custody & JDH" 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	2023	2023	2024	2024
Personnel	\$2,384,955	\$0	\$2,527,444	\$0
Contractual Services	\$0	\$0	\$1,000	\$0
Materials & Supplies	\$96,078	\$0	\$57,000	\$0
Internal Services	\$219,112	\$0	\$401,477	\$0
Capital Outlay	\$128,125	\$0	\$150,000	\$0
Total GF/non-GF	\$2,828,270	\$0	\$3,136,921	\$0
Program Total:	\$2,828,270		\$3,136,921	
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 2023: 60455 Property & Laundry

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	2023	2023	2024	2024
Personnel	\$0	\$484,168	\$0	\$512,174
Contractual Services	\$0	\$713,838	\$0	\$713,838
Materials & Supplies	\$0	\$127,740	\$0	\$127,740
Internal Services	\$0	\$121,405	\$0	\$132,559
Total GF/non-GF	\$0	\$1,447,151	\$0	\$1,486,311
Program Total:	\$1,447,151		\$1,486,311	
Program FTE	0.00	3.90	0.00	3.90

Program Revenues				
Other / Miscellaneous	\$0	\$1,337,311	\$0	\$1,375,311
Beginning Working Capital	\$0	\$100,000	\$0	\$100,000
Service Charges	\$0	\$9,840	\$0	\$11,000
Total Revenue	\$0	\$1,447,151	\$0	\$1,486,311

Explanation of Revenues

This program generates \$79,183 in indirect revenues.

Adult In Custody Welfare Trust Fund:

\$100,000 – Beginning Working Capital from FY 2023 carry-over

\$1,351,290 – Revenue from Commissary sales to Adults In Custody

\$11,000 – Revenue from records requests, hearing fees, statement requests, grievance fees, and food handlers certificate fees

\$22,021 – Revenue from hygiene kits and copies

\$2,000 – Revenue from disciplinary fines

Based on FY 2023 mid-year actuals

Significant Program Changes

Last Year this program was: FY 2023: 60460 Commissary & AIC Welfare

Department: Sheriff **Program Contact:** James Eriksen

Program Offer Type: Administration **Program Offer Stage:** 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 and visitors of Multnomah County and provide a safe and thriving community for everyone.

Program Description

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, and community 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent performance measurements met in Division	85%	85%	89%	85%
Outcome	Number of new hires in Enforcement Division	14	16	18	10

Performance Measures Descriptions

"Percent performance measures met in Division" represents a summation of total Division performance measures. Does not include Enforcement Admin. Division performance measures met were adjusted due to the impact of COVID.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$574,400	\$0	\$624,681	\$0
Contractual Services	\$7,002	\$0	\$37,002	\$0
Materials & Supplies	\$129,252	\$0	\$60,000	\$0
Internal Services	\$134,775	\$0	\$108,397	\$0
Capital Outlay	\$0	\$0	\$65,000	\$0
Total GF/non-GF	\$845,429	\$0	\$895,080	\$0
Program Total:	\$845,429		\$895,080	
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 2023: 60500A 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	2023	2023	2024	2024
Personnel	\$12,829,429	\$182,554	\$14,625,703	\$200,060
Contractual Services	\$52,442	\$0	\$65,000	\$0
Materials & Supplies	\$248,053	\$0	\$435,000	\$0
Internal Services	\$2,061,157	\$25,921	\$2,152,537	\$30,931
Capital Outlay	\$290,065	\$0	\$0	\$0
Total GF/non-GF	\$15,481,146	\$208,475	\$17,278,240	\$230,991
Program Total:	\$15,689,621		\$17,509,231	
Program FTE	60.75	0.30	60.75	0.30

Program Revenues				
Intergovernmental	\$0	\$95,000	\$0	\$107,750
Other / Miscellaneous	\$0	\$40,000	\$0	\$45,364
Service Charges	\$6,876,455	\$73,475	\$7,411,549	\$77,877
Total Revenue	\$6,876,455	\$208,475	\$7,411,549	\$230,991

Explanation of Revenues

This program generates \$30,931 in indirect revenues.

Local: General Fund: - \$46,387-Maywood Pk; \$535,051-Wood Village;
\$3,621,685-City of Troutdale Contract; \$3,208,426-City of Fairview Contract

Fed/State Fund: \$24,954-Patrol Services to OR State Parks within Multnomah County (State); \$22,682-OSSA Seatbelt Grant (State); \$22,682 - OSSA DUII Grant (State); \$90,736 - Patrol Services to OR Dept. of Transportation Construction Zones and Truck Inspections (State); \$17,014 - Speed Enforcement for ODOT (State); \$52,923 - US Forest Svc for Summer Patrols in National Forest Service Parks (Federal)

Significant Program Changes

Last Year this program was: FY 2023: 60505 Patrol

Department: Sheriff
Program Offer Type: Existing
Related Programs:
Program Characteristics:

Program Contact: Doug Asboe
Program Offer Stage: Adopted

Executive Summary

The Multnomah County Sheriff's Office (MCSO) Civil Unit provides enforcement services for the civil and probate court systems. Notices and enforcement actions originate through the courts and are processed through the delivery and services conducted by the Civil Unit. Civil enforcement actions are statutorily mandated to the Sheriff.

Program Description

The Civil Unit delivers all court action documents through written notification to parties of a pending action. Through this program, court orders to seize and sell property, satisfy landlord/tenant actions, and enforce child custody disputes are conducted in an objective, fair, and equitable manner in compliance with Oregon statutes and rules on civil procedure.

When domestic violence threatens the family, deputies in the Civil Unit serve domestic violence restraining orders to protect family members from violence and aggressive behavior. The Civil Unit collaborates with the MCSO Gun Disposition/Restraining Order Unit, focusing on retrieving firearms from respondents in the restraining orders.

Through probate court, families, police officers and other interested parties seek involuntary commitment for alleged mentally ill persons suffering from episodes so debilitating that they are a danger to themselves or others. In these cases, Civil Unit deputies provide security during the Civil Commitment hearing.

While performing their statutorily mandated duties, Civil Unit deputies experience many challenging situations, including those that require a substantial amount of additional resources and a significant amount of time to complete the civil process, while also ensuring the safety of the community. All members are trained in utilizing de-escalation techniques and conflict resolution skills to assist in resolving these challenging situations in a peaceful manner. Additionally, every community member served an eviction is provided a resource list with phone numbers and addresses to assist in resolving their situation.

A balanced public safety system provides community members the ability and right to address grievances in a safe, fair, and equitable manner while also ensuring that these mandated services are performed effectively to meet the needs of all.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of individuals served through civil process	4,485	3,500	4,300	4,500
Outcome	Percent protective orders served	56%	60%	55%	60%
Output	Number of evictions	497	600	720	800

Performance Measures Descriptions

Data collected from the "Civil Process" database. Lower deputy hours were available to serve paper due to staffing. On RO's, addresses may include "unknown" or "homeless" which are almost impossible to find. Evictions are increasing back to pre-Covid years.

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	2023	2023	2024	2024
Personnel	\$1,571,654	\$0	\$1,659,141	\$0
Contractual Services	\$1,220	\$0	\$1,000	\$0
Materials & Supplies	\$38,079	\$0	\$26,000	\$0
Internal Services	\$151,501	\$0	\$160,308	\$0
Total GF/non-GF	\$1,762,454	\$0	\$1,846,449	\$0
Program Total:	\$1,762,454		\$1,846,449	
Program FTE	8.00	0.00	8.00	0.00

Program Revenues				
Fees, Permits & Charges	\$133,725	\$0	\$164,000	\$0
Service Charges	\$152,829	\$0	\$114,000	\$0
Total Revenue	\$286,554	\$0	\$278,000	\$0

Explanation of Revenues

General Fund:

\$164,000 - Civil Process Fees and Civil Foreclosure Fees due to property sales

\$86,000 - Circuit Court Revenue

\$28,000 - Reimbursement for State Extraditions

Based on FY23 mid-year actuals.

Significant Program Changes

Last Year this program was: FY 2023: 60510A 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	2023	2023	2024	2024
Personnel	\$1,778,637	\$875,586	\$1,821,920	\$819,971
Contractual Services	\$1,040	\$0	\$6,000	\$0
Materials & Supplies	\$107,861	\$32,592	\$130,000	\$36,000
Internal Services	\$350,464	\$1,989	\$281,782	\$2,720
Capital Outlay	\$34,642	\$0	\$0	\$0
Total GF/non-GF	\$2,272,644	\$910,167	\$2,239,702	\$858,691
Program Total:	\$3,182,811		\$3,098,393	
Program FTE	7.50	5.00	6.50	4.00

Program Revenues				
Intergovernmental	\$0	\$861,575	\$0	\$802,376
Other / Miscellaneous	\$0	\$32,592	\$0	\$36,000
Service Charges	\$0	\$16,000	\$0	\$20,315
Total Revenue	\$0	\$910,167	\$0	\$858,691

Explanation of Revenues

This program generates \$2,720 in indirect revenues.

Fed/State Fund:

\$20,315 - River Patrol Services for Government Island

\$802,376 - River Patrol Services for the Oregon Marine Board

Special Ops Fund:

\$36,000 - Reimbursement for Boat Repair and Boat Fuel from other Jurisdictions

Significant Program Changes

Last Year this program was: FY 2023: 60515 River Patrol

1.00 FTE Deputy Sheriff moved from Oregon State Marine Board funding (non-general fund, this program offer) to general fund (this program offer) due to Oregon State Marine Board budget constraints.

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	2023	2023	2024	2024
Personnel	\$0	\$0	\$382,456	\$0
Total GF/non-GF	\$0	\$0	\$382,456	\$0
Program Total:	\$0		\$382,456	
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:

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$2,709,965	\$0	\$3,057,081	\$0
Contractual Services	\$7,900	\$0	\$1,000	\$0
Materials & Supplies	\$34,156	\$0	\$66,000	\$0
Internal Services	\$271,529	\$0	\$266,506	\$0
Total GF/non-GF	\$3,023,550	\$0	\$3,390,587	\$0
Program Total:	\$3,023,550		\$3,390,587	
Program FTE	13.00	0.00	13.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 60520A Detectives 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	2023	2023	2024	2024
Personnel	\$1,361,624	\$26,269	\$1,550,815	\$32,989
Contractual Services	\$0	\$75,000	\$62,000	\$70,976
Materials & Supplies	\$6,309	\$35,000	\$69,000	\$35,000
Internal Services	\$93,688	\$3,731	\$94,997	\$5,100
Capital Outlay	\$0	\$1,100,000	\$0	\$2,000,000
Total GF/non-GF	\$1,461,621	\$1,240,000	\$1,776,812	\$2,144,065
Program Total:	\$2,701,621		\$3,920,877	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Intergovernmental	\$0	\$160,000	\$0	\$564,065
Other / Miscellaneous	\$0	\$60,000	\$0	\$60,000
Beginning Working Capital	\$0	\$1,020,000	\$0	\$1,520,000
Total Revenue	\$0	\$1,240,000	\$0	\$2,144,065

Explanation of Revenues

This program generates \$5,100 in indirect revenues.

Fed/State Funds: \$500,000 - Proceeds from Federal Equitable Sharing Forfeitures; \$1,500,000 - Carry-over from Fiscal Year 2023; \$64,065 - 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 2023.

Significant Program Changes

Last Year this program was: FY 2023: 60525 Special Investigations Unit

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$3,742,807	\$0	\$3,881,282
Internal Services	\$0	\$280,711	\$0	\$310,503
Total GF/non-GF	\$0	\$4,023,518	\$0	\$4,191,785
Program Total:	\$4,023,518		\$4,191,785	
Program FTE	0.00	23.50	0.00	22.50

Program Revenues				
Service Charges	\$0	\$4,023,518	\$0	\$4,191,785
Total Revenue	\$0	\$4,023,518	\$0	\$4,191,785

Explanation of Revenues

This program generates \$310,503 in indirect revenues.
 Local: Special Ops Fund:
 \$4,191,785 - Transit Patrol Services provided for Trimet

Significant Program Changes

Last Year this program was: FY 2023: 60530 TriMet Transit Police

Reduced by 1.0 FTE Program Specialist Senior due to expiration of limited duration position.

Department: Sheriff

Program Contact: Doug Asboe

Program Offer Type: Existing

Program Offer Stage: 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 Description

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, participated in a 12-week pilot training project developed in collaboration with the Sheriff’s Office Equity and Inclusion Manager. This training was aimed at bringing awareness and understanding on topics including active listening, advanced communications, trauma informed understanding, cultural competency and anti-racism. The training provided 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Student Contacts (SRD)	0	1,500	1,500	1,000
Outcome	Hours of classroom education (SRD)	0	110	45	25

Performance Measures Descriptions

MCSO did not staff SRD’s during the school year for the fiscal year. Negotiations are ongoing regarding the partnership going forward.

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	2023	2023	2024	2024
Personnel	\$224,482	\$0	\$277,872	\$0
Total GF/non-GF	\$224,482	\$0	\$277,872	\$0
Program Total:	\$224,482		\$277,872	
Program FTE	1.50	0.00	1.50	0.00

Program Revenues				
Service Charges	\$224,482	\$0	\$277,872	\$0
Total Revenue	\$224,482	\$0	\$277,872	\$0

Explanation of Revenues

Local: \$277,872-Reynolds SD pays for two (2) SRD employees at 0.75 FTE each.

Significant Program Changes

Last Year this program was: FY 2023: 60535A School Resource Deputy Program

Department: Sheriff

Program Contact: Doug Asboe

Program Offer Type: Existing

Program Offer Stage: 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, crime prevention and safety education by attending community meetings and events. They provide enhanced police services for the communities they serve. This program offer is for CRDs serving unincorporated east Multnomah County, unincorporated west Multnomah County and the city of Troutdale.

Program Description

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.

All current CRDs have completed a 12-week pilot training project developed in collaboration with the Sheriff's Office Equity and Inclusion Manager. This training was aimed at bringing awareness and understanding on topics including active listening, advanced communications, trauma informed understanding, cultural competency and anti-racism. The training provided 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of community contacts	615	500	162	500
Outcome	Number of community meetings attended	17	20	8	30
Outcome	Community Meeting Hours	10	N/A	7	30

Performance Measures Descriptions

Due to staffing challenges east and west county CRDs were returned to patrol for part of FY22 and FY23.

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	2023	2023	2024	2024
Personnel	\$491,068	\$0	\$217,026	\$0
Materials & Supplies	\$8,240	\$0	\$1,000	\$0
Internal Services	\$18,182	\$0	\$12,911	\$0
Capital Outlay	\$10,250	\$0	\$0	\$0
Total GF/non-GF	\$527,740	\$0	\$230,937	\$0
Program Total:	\$527,740		\$230,937	
Program FTE	3.00	0.00	1.00	0.00

Program Revenues				
Service Charges	\$225,172	\$0	\$237,796	\$0
Total Revenue	\$225,172	\$0	\$237,796	\$0

Explanation of Revenues

Local: City of Troutdale's FY 2023 Community Resource Deputy contract is in the amount of \$237,796.

Significant Program Changes

Last Year this program was: FY 2023: 60535B Community Resource Officer Program

Department: Sheriff

Program Contact: Doug Asboe

Program Offer Type: Existing

Program Offer Stage: 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, crime prevention and safety education by attending community meetings and events. They provide enhanced police services for the communities they serve. This program offer is for CRDs serving unincorporated east Multnomah County, unincorporated west Multnomah County and the city of Troutdale.

Program Description

This program offer proposes a reduction of Community Resource Deputies FTE (program offer 60535B) in order to help meet Multnomah County's general fund constraint. Positions proposed: 2.0 FTE Deputy Sheriffs (Sauvie Island and Corbett Community Resource Deputies).

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.

All current CRDs have completed a 12-week pilot training project developed in collaboration with the Sheriff's Office Equity and Inclusion Manager. This training was aimed at bringing awareness and understanding on topics including active listening, advanced communications, trauma informed understanding, cultural competency and anti-racism. The training provided 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of community contacts	615	500	162	500
Outcome	Number of community meetings attended	17	20	8	30
Outcome	Community Meeting Hours	10	N/A	7	30

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	2023	2023	2024	2024
Personnel	\$0	\$0	\$387,087	\$0
Total GF/non-GF	\$0	\$0	\$387,087	\$0
Program Total:	\$0		\$387,087	
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:

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$546,205	\$0	\$632,258	\$0
Materials & Supplies	\$0	\$0	\$3,000	\$0
Total GF/non-GF	\$546,205	\$0	\$635,258	\$0
Program Total:	\$546,205		\$635,258	
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 2023: 60540 Homeless Outreach and Programs Engagement (HOPE) Team



Program #60550 - Hornet Trail Rescue and Wilderness Law Enforcement Services FY 2024 Adopted
Team

Department: Sheriff **Program Contact:** Brent Laizure
Program Offer Type: Existing **Program Offer Stage:** 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of searches for lost/missing hikers conducted	12	15	20	18
Outcome	Percentage of searches resulting in a found/rescued person	75%	90%	90%	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$10,364	\$0	\$11,577	\$0
Materials & Supplies	\$10,404	\$0	\$5,000	\$0
Total GF/non-GF	\$20,768	\$0	\$16,577	\$0
Program Total:	\$20,768		\$16,577	
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 2023: 60550 Hornet Trail Rescue and Wilderness Law Enforcement Services Team

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$210,174	\$0	\$235,805	\$0
Internal Services	\$13,567	\$0	\$7,987	\$0
Capital Outlay	\$22,021	\$0	\$0	\$0
Total GF/non-GF	\$245,762	\$0	\$243,792	\$0
Program Total:	\$245,762		\$243,792	
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 2023: 60555 Gun Dispossession/VRO Detail](#)

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$0	\$172,845
Total GF/non-GF	\$0	\$0	\$0	\$172,845
Program Total:	\$0		\$172,845	
Program FTE	0.00	0.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$172,845
Total Revenue	\$0	\$0	\$0	\$172,845

Explanation of Revenues

Federal: American Rescue Plan (ARP) Direct County Funding - \$172,845

Significant Program Changes

Last Year this program was:

This program falls under the County's ARP priority area of Crisis Response & Community Recovery.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$314,382	\$0	\$358,536
Total GF/non-GF	\$0	\$314,382	\$0	\$358,536
Program Total:	\$314,382		\$358,536	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Intergovernmental	\$0	\$314,382	\$0	\$358,536
Total Revenue	\$0	\$314,382	\$0	\$358,536

Explanation of Revenues

Federal: American Rescue Plan (ARP) Direct County Funding - \$358,536

Significant Program Changes

Last Year this program was: FY 2023: 60990 ARP – Civil Process – Reducing Community Violence Involving Firearms

This program falls under the County's ARP priority area of Crisis Response & Community Recovery.

Department: Sheriff **Program Contact:** Steve Alexander

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

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

Executive Summary

This program offer is for the operation of the additional housing unit, Dorm 5 (50 beds), to allow cohort housing/infectious disease management, assist in population management to avoid forced releases, or temporary use when other dorm closures are necessary due to repairs or construction. 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 the least restrictive for Adults in Custody, providing the most access to programs and activities to help address individual needs. 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 dorms.

Program Description

Dorm 5 will provide additional housing space for Adult in Custody populations. This will allow for cohort housing/infectious disease management, assist in population management to avoid forced releases, or temporarily house those displaced from other housing units due to maintenance or construction.

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.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of openings	8	12	12	12
Outcome	Total number of infectious disease facility precautions	6	40	36	20

Performance Measures Descriptions

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	2023	2023	2024	2024
Personnel	\$0	\$773,344	\$0	\$553,010
Contractual Services	\$0	\$0	\$0	\$135,203
Materials & Supplies	\$0	\$0	\$0	\$27,035
Total GF/non-GF	\$0	\$773,344	\$0	\$715,248
Program Total:	\$773,344		\$715,248	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$773,344	\$0	\$715,248
Total Revenue	\$0	\$773,344	\$0	\$715,248

Explanation of Revenues

Federal: American Rescue Plan (ARP) Direct County Funding - \$715,248

Significant Program Changes

Last Year this program was: FY 2023: 60997 ARP - MCIJ Dorm 5

This program falls under the County's ARP priority area of Supporting People in our Care.

