

TO: Chair Jessica Vega Pederson
Chris Fick, Chief of Staff
Serena Cruz, Chief Operating Officer
Christian Elkin, Budget Director

FROM: Sheriff Nicole Morrisey O'Donnell, Multnomah County Sheriff's Office

DATE: February 13, 2023

RE: FY 2024 Budget Submission Transmittal Letter

Sheriff's Office Overview

Sheriff's Message to the Community

As the newly elected Sheriff of the Multnomah County Sheriff's Office, I share a passion for service today that began when I joined the Office in 1996. I am one of only two Sheriffs in the history of the organization to hold both Corrections and Police certifications, and I have spent a significant amount of my career in both disciplines. As Multnomah County's first woman to serve as Sheriff in the 168-year history, I have created my own pathways, and a commitment I make today is to be a leader who helps our agency break barriers and open doors.

Throughout my career, I have built a reputation for excellence. I am a bridge-builder among community and system partners, and I have focused on developing positive strategies for improving public trust and community safety. I will lead the Multnomah County Sheriff's Office and serve our community with compassion, pride, and an unwavering resolve to building stronger communities, because stronger communities make everyone safer.

As Sheriff, one of my guiding priorities will foundationally support all of the work of our office: Building Community Trust. Community engagement has been, and will continue to be, the cornerstone of my approach to public safety. I am dedicated to building trust by breaking down barriers through open and honest communication, transparency, and accountability. I am committed to listening to, and learning from, all community members to build solutions together to meet the unique public safety needs of each community we serve.

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. Our mission and vision statements, values, and goals inform our work and develop meaningful strategies for innovation, infusing equity, and excellence.

Throughout the first year of my term, we will continue to strive to achieve the following goals as markers for success:

- MCSO operates with equity as a guiding value in order to establish a work environment that is centered on safety, trust, and belonging.
- Achieve a fully-staffed workforce.
- All adults in MCSO custody receive services or a connection to services, with a focus on individual need to help them avoid future justice involvement.
- All persons contacted by MCSO law enforcement who are experiencing substance use or mental health related challenges receive services or a connection to services.
- MCSO employees have training and development opportunities that enable them to be public safety leaders and professionally thrive.
- MCSO has aligned and expanded internal and external communications.
- MCSO operations are more efficient and effective due to improved integration of technologies.

Our agency's previous work to develop a strategic plan for meaningful goals, provide accountability through measurables within the services we provide, and our ongoing commitment to the communities we serve directly align with the County's mission: *"The Multnomah County Board of Commissioners plans for the needs of a dynamic community, provides leadership to ensure quality services, prioritizes the needs of our most vulnerable and promotes a healthy, safe and prosperous community for all."* Their value in public safety to *"maintain safe neighborhoods through prevention, intervention, and enforcement,"* embodies our MCSO values:

- We serve everyone with dignity and respect.
- We have the courage to do what is right and just.
- We believe all voices should be heard and valued.
- We practice unwavering compassion.
- We believe in fair treatment, access, opportunity, and advancement for all people.
- We hold ourselves and each other accountable as we strive for continuous improvement.
- We are dedicated to an environment of safety, trust, and belonging in which all of our employees can thrive.

Diversity, Equity, and Inclusion Efforts

A Commitment to Those We Serve

We are committed to treating everyone with dignity, respect, and fairness. 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.

We continue to be committed to learning how systemic racism and implicit bias exist in our organizations and institutions, including criminal justice, health care, education and housing. Working towards justice means we must intentionally identify and remove barriers for those who have been, and continue to be, marginalized. This is evident by the disparities and actions of harm that we see impacting, particularly our Black communities. It was devastating to, again, watch police officers use excessive force, fail to intervene during the incident, and neglect to call for immediate medical attention in Memphis, TN. As Sheriff, I am committed to the safety and well-being of the communities we serve and will continue to hold myself and the public safety profession to the highest levels of accountability. All public safety agencies must work together to reform our profession as a whole. It is my duty to ensure that I lead MCSO in taking needed actions to dismantle policies, procedures, and tenants of public safety culture that knowingly and unknowingly contribute to the harm and mistreatment of the people we serve.

Multnomah County census data indicates a continual increase in Black, Latino/a/e and Asian/Pacific Islander populations throughout the communities we serve. The MCSO understands that representation matters in creating community-specific solutions and when building and maintaining trust. As an agency we are committed to the diversity of our membership, striving for a workforce that better mirrors the community we serve. We are looking within, ensuring policies and procedures reinforce equity now and into the future.

Our Equity and Inclusion (EI) Director sits at the Executive Level of our organization, attending meetings for key decisions and policy development, as well as supervises the unit including up to two FTE, allowing for a dedicated focus on policy, training, and human resource processes. Our Equity and Inclusion Committee includes representation from all divisions in our agency, with ranks from the front line, supervisory and executive levels, and comprising of various racial, ethnic, gender identity and disability statuses. The committee provides the agency with a different perspective on which to examine the impacts of policies and procedures as related to workplace satisfaction. They also provide planning in regards to achieving the objectives of the County's Workforce Equity Strategic Plan (WESP). In order to ensure feedback from the Committee that is both honest and constructive to the Sheriff and Executive leaders, the Committee communicates in two ways; through direct means to the Sheriff and Chiefs or through the Equity and Inclusion Director.

Sheriff's Office Leadership is responsible for cultivating and upholding a workplace environment where a sense of safety, trust and belonging is experienced equitably by all. We recognize that our employees are our greatest asset and their equitable inclusion best positions MCSO in achieving our agency goals. FY24 goals include focused training accompanied by an action plan with development outputs specifically starting at the highest leadership ranks, including the Sheriff, Chiefs, Directors and Captains. Through this concerted learning

and skills development effort, leadership is able to better fulfill the expectation of cultivating and upholding an equitable workplace culture. We are developing and facilitating this effort in collaboration with various Multnomah County and external partners that reflect the diverse communities we serve.

We are committed to the County's WESP and continue to engage in foundational changes to how we operate both internally and externally, as well as how we provide services to our community. We are committed to identifying efficiencies and cost savings with smart, equitable policies and practices. Our Equity and Inclusion Unit members are integral to achieving the minimum standards of the WESP regarding retention, recruiting and organizational culture change.

MCSO's EI Director, as well as others, continue to work through the county's process to evaluate the WESP and update for future focus. Our office realized the following work products related to Focus Area 1 in regard to training:

- MCSO/WESP training plan developed with support from FY23 budget allocations to meet the following training goals:
 - Executive level staff – Sheriff, Chiefs, Directors and Captains, will receive DEI foundational concepts training in the form of workshops accompanied by practical application and action plans.
 - Building off of last year, we will be re-designing the introduction to MCSO DEI values and organizational support services for all our new hires and newly promoted supervisors. This project will be conducted with cross-unit collaboration and with the support of the MCSO Equity and Inclusion Committee.
 - The Equity and Inclusion Unit will conduct reviews of current MCSO trainings developed and facilitated by the agency's Training Unit and provide recommendations for greater inclusion of agency values and DEI concepts, including trauma-informed and racially just practices, along with intercultural communication and equitable leadership behaviors. DEI training will be developed for all staff to meet the certification requirements set forth by House Bill 2162 (3 hours every 3 years) and the requirements set forth in the WESP – Collaborators will include the MCSO EI committee, EI Director, Organizational Learning and subject matter expert consultancy groups.

FY 2024 Budget Priorities and Key Issues

The State of Public Safety

Public safety professionals have been called upon to remain steadfast in our mission to protect and serve the community. As essential front-line professionals, we have partnered with healthcare providers, emergency housing supports, advocates, system stakeholders and local government to ensure our community members, including those who are the most vulnerable, are safe. A safe and thriving community for everyone accounts for our neighborhoods and those monitored within community supervision or in custody settings where we are responsible for their wellbeing, rehabilitation, and service connections.

Reducing Community Violence

Preventing violence in all forms remains a top priority. Focused investments have been identified in law enforcement related to initiatives of prevention, intervention, and support services. Violence involving a firearm throughout Multnomah County continues to erode our community's sense of safety, trust and belonging. Firearms related violence includes criminal acts committed with a firearm, family violence, group affiliations, and people at extreme risk to harm themselves or others. Individuals responsible for these crimes do not know, nor do they distinguish between, jurisdictional boundaries.

Tragically, publicly available data indicates that Multnomah County experienced 106 homicides in 2022, with 94 in the City of Portland alone. Of the 106 homicides throughout the County, 83 percent were by firearms. All 10 of the homicides recorded in the City of Gresham were by firearms. And countywide there were nearly 1,600 shootings, with 376 of them resulting in injuries. Unfortunately, this trend is not slowing down.

MCSO has focused on dispossessing guns from those persons who are served with a protection order that requires the dispossession of firearms. In 2022, two dedicated MCSO Civil Deputies worked alongside the Gun Dispossession Unit and dispossessed 357 firearms. Research is unequivocal that dispossession saves lives: nearly half of all women killed in the United States are murdered by a current or former intimate partner, and a woman is five times more likely to be murdered when her abuser has access to a gun.

We have seen a devastating and grim increase in child abuse cases. With changes to the statewide Department of Human Services hotline reporting and case management, the Detective Unit receives and processes all DHS reports of alleged child abuse and neglect in order to ensure cases are cross-reported. Detectives reviewed over 700 cases involving child abuse incidents in 2022, a 23 percent increase from the last three-year average.

Equally, individuals impacted by behavioral health challenges including mental health and addiction are increasingly vulnerable to housing insecurity and victimization. The Behavioral Health Connections Team is a specialized team consisting of a grant funded mental health professional. This team will provide consistent proactive outreach and utilize a co-responder model response to active law enforcement calls for service where community members are experiencing a behavioral health crisis. This team will strive to address disparities by working with service providers to assist vulnerable community members who are experiencing a behavioral health crisis to ensure their treatment needs are being met.

Through a maintained resource of dedicated detectives and deputy sheriffs, we remain committed and focused on intervening and addressing the increasing demands on community safety related to all forms of violence.

Managing Corrections

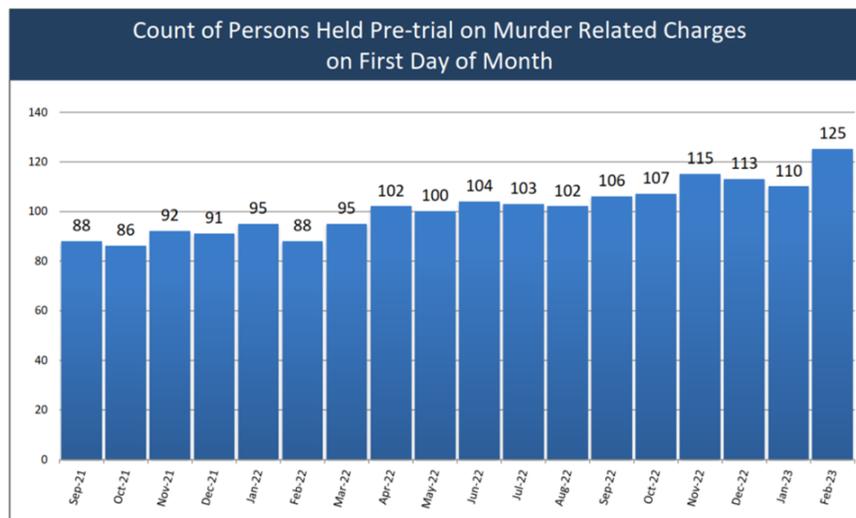
MCSO's FY 2024 budget submission, including both in- and out-of-target funds, maintains our current capacity of 1,117 jail beds. The complex dynamics of managing COVID-19 in congregate settings remain with us today. We have seen successes with our collaborative strategies with Corrections Health and Public Health throughout the pandemic but know other dangerous variants, respiratory viruses, and the flu still present health risks as the pandemic emergency ends. We will continue to allocate additional corrections resources to Personal Protective Equipment (PPE), cleaning protocols, and housing locations. Flexible management of the

housing units have provided capacity to meet challenges presented by COVID-19 and other infectious diseases while continuing to meet the needs of those in our care and custody. In addition, we were able to expand specialty housing for those with mental health needs as recommended by the County Auditor’s jail report which has also provided an improved path moving forward to least restrictive housing for these individuals.

From the outset of COVID-19, MCSO and criminal justice partners worked diligently to minimize the number of adults in custody. Policy coordination with law enforcement agencies, the Department of Community Justice, the Presiding Judge, and the District Attorney safely reduced the overall number of jail bookings and drastically reduced the number of adults in custody serving sentences. Some of these policies remain today, however, there is growing concern over the number of adults in custody that are still awaiting adjudication due to a backlog of court cases created by the pandemic, the complexity of the cases for those in custody, and the lack of Public Defenders to represent them.

To maintain a sustainable reduction in the jail census, Close Street Supervision staffing remains focused on service connections to assist clients in accessing community resources they need. We are committed to ensuring we provide equitable opportunity to succeed in pre-trial monitoring, bettering outcomes in their court cases, and avoiding overreliance on the use of beds in the jail. The size of our pre-adjudicated jail population with serious criminal allegations continues to grow steadily. This group is largely comprised of individuals with severe charges deemed ineligible for release through the recognizance process and at arraignment/pre-trial release hearings.

We have seen a gradual “intensification” of our corrections population over the past three years, characterized by a prevalence of severe charges, less overall turnover in the population, and longer average stays. Part of this is to be expected; policy changes in response to the COVID-19 pandemic drastically reduced misdemeanor bookings, which in turn limited the number of individuals coming into custody for short stays. But there has also been a sharp increase in the number of individuals booked on severe charges, reflecting a broader trend of increased violent crime in Multnomah County from 2020 on. At any given time in calendar year 2022, between 70 percent and 80 percent of adults in custody awaiting adjudication had one or more prison-presumptive (Ballot Measure 11) charges. And the number of adults in custody on murder-related charges has skyrocketed (see figure below), achieving levels not seen since the mid-1990s and reaching a new high of 125 as of February 1, 2023.



Equitable Staffing Models

The Sheriff’s Office is dedicated to annual evaluation of work units, personnel job classifications, and salary equity. Alongside County Central Human Resource processes, we also internally review unit operational structure, supervision, and shift dynamics.

Members of the Facility Security Unit (FSU) are the ambassadors of the Multnomah County Sheriff’s Office, serving as the first point of contact for community and staff accessing local courthouses and corrections facilities. The FSU consists of a diverse, non-sworn uniformed team currently under-staffed and overburdened with overtime in comparison to their sworn, uniformed counterparts. Working alongside the agency’s EI Director, MCSO has developed a staffing model to support this team through better alignment with the Workforce Equity Strategic Plan.

Budget Overview

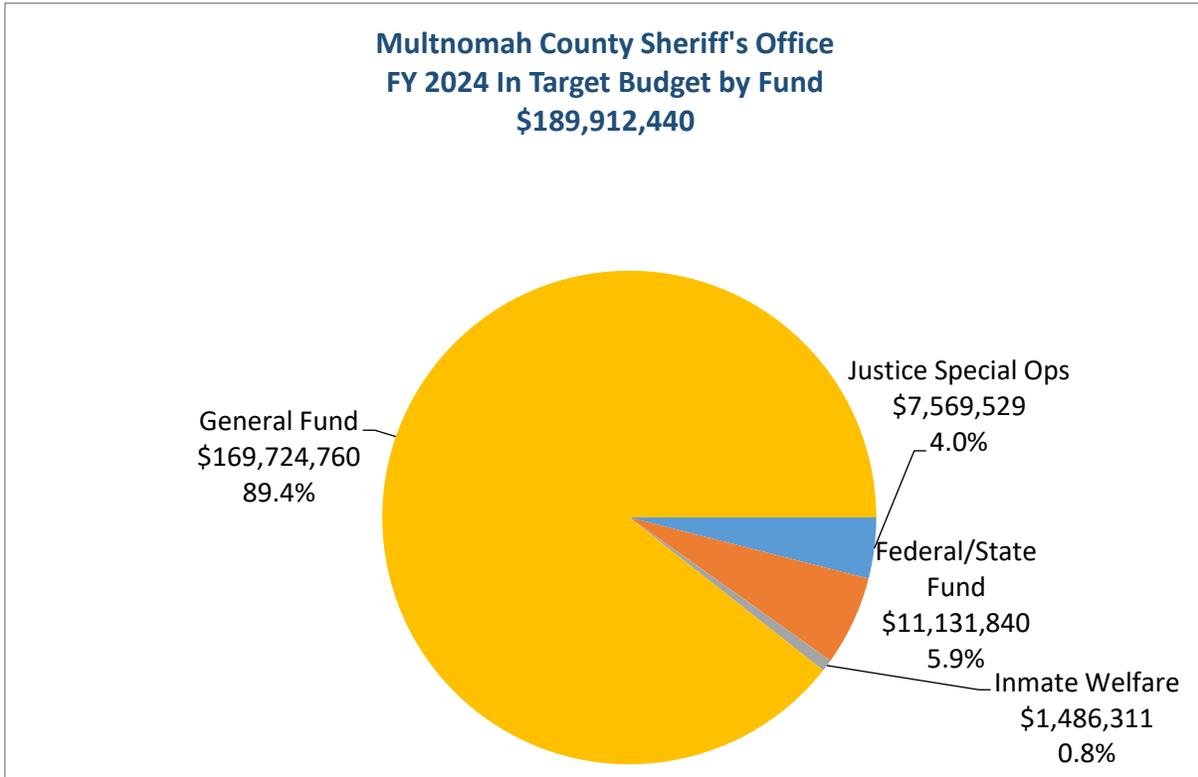
The Multnomah County Sheriff’s Office budget submission totals \$201,209,246 and 835.15 FTE for FY 2024 for both in and out of target programs. In target programs are funded within the department’s General Fund target allocation or by Other Funds; out of target programs are additional requests not funded within the department’s General Fund target allocation. The submission is detailed in the table below showing the total allocation.

FY 2024 Multnomah County Sheriff’s Office Submission					
	FY 2024 General Fund*	FY 2024 Other Funds (except 1515)	FY 2024 ARP Fund** (1515)	Total Funds	Total FTE
In Target Programs	\$169,724,760	\$20,187,680	\$0	\$189,912,440	770.85
Out of Target Programs	\$8,312,602	\$0	\$2,984,204	\$11,296,806	64.30
Total FY 2024 Submission	\$178,037,362	\$20,187,680	\$2,984,204	\$201,209,246	835.15

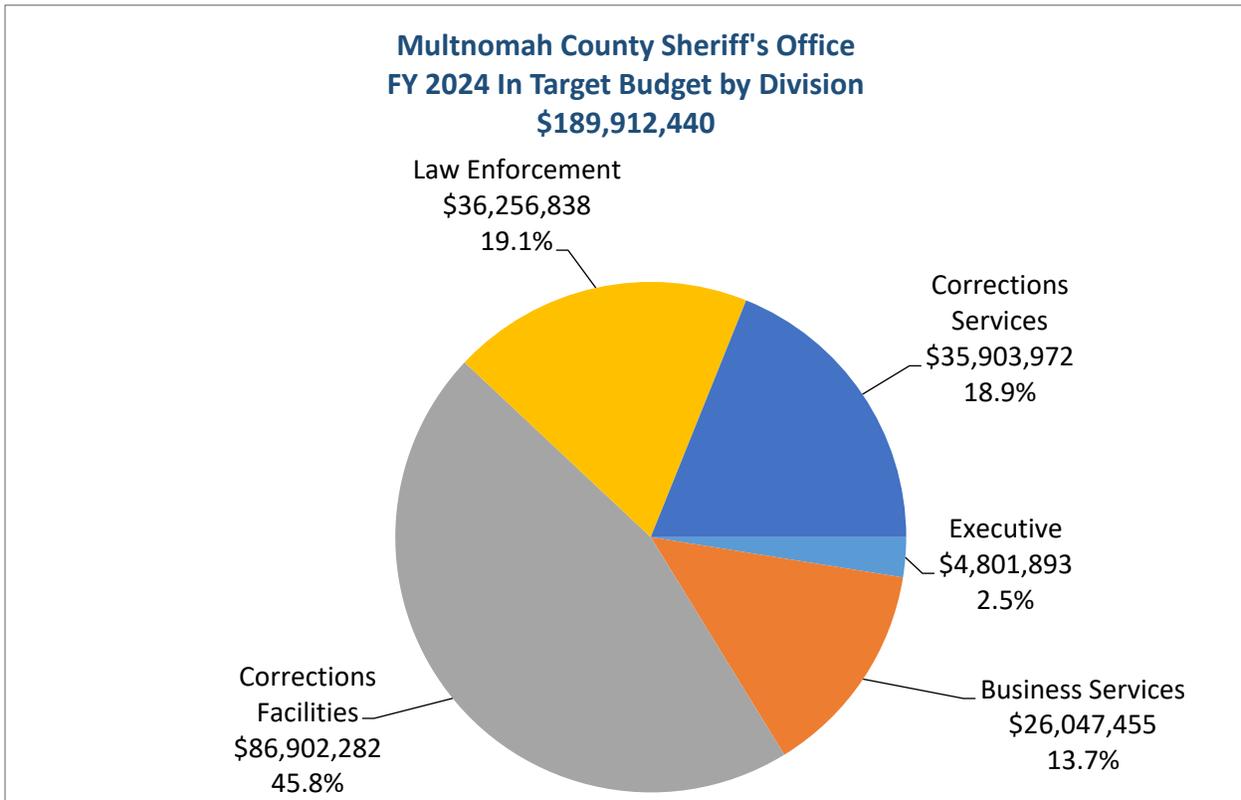
* Includes both the General Fund and Video Lottery Fund.

** Submissions for the Direct County ARP allocation are Out of Target; other ARP sources (such as program-specific Federal, State, or local ARP funds) are considered In Target.

The Multnomah County Sheriff’s Office is primarily funded by General Funds, with some Federal/State Funds. The pie chart below shows the budget by fund for **in target programs**.



The Sheriff’s Office has 5 divisions, with the **in target budget** distributed as shown in the pie chart below.



This FY 2024 budget maintains/supports the department and continues the core work by:

Maintaining professional and skilled staff – As the foundation of how we do our jobs each day, our mission is woven into all of our administrative processes and daily operations. MCSO’s model of continuous improvement guides our management processes through a cycle of policy, training, operational practices and systems of accountability.

Building community trust – Trust is vital to our organization and critical in order to provide sustainable neighborhood initiatives in law enforcement. The Sheriff’s Office is accountable to the communities we serve. Our program measurements, to include evaluating outcomes, remain an opportunity to report to the community and track the impacts of our services.

Partnering with community – We partner with advocates, youth, and providers within the communities we serve to listen and evaluate the services we provide. From strategies specific to reducing crime, to creating wrap-around connection for those re-entering the community, MCSO collaborates for inclusive programs with equitable outcomes.

Reducing overreliance on incarceration – Providing a valuable alternative to traditional incarceration allows those assessed as low risk to remain in the community with access to services while being assigned to the Close Street Supervision program. This program provides a suite of services to the corrections population while maximizing fiscal responsibility. Our jurisdiction provides an array of opportunities for out of custody recognizance; upwards of 30 percent of those booked are released, and we see a portion of these individuals struggling to find or maintain social services which may drive a failure to appear in court. Specific to the most vulnerable adults in our custody being released, MCSO focuses on diversion and transition planning.

Providing compassionate care and custody – Responsibility for the wellbeing of those who are incarcerated within Multnomah County is a top priority. As corrections professionals, we have an opportunity to leverage moments of clarity in order to provide an opportunity for change. In partnership with health professionals, our highly trained staff are committed to the rehabilitation of adults in our custody with special attention given to the most vulnerable, who are classified as having medical, mental health, or substance use disorders.

General Fund Target Allocation

MCSO’s FY 2024 General Fund allocation is \$169,724,760.

The Sheriff’s Office invests in innovative and collaborative programs to build relationships with those we serve. These models effectively assign dedicated staff in our service neighborhoods and in our most vulnerable corrections settings, offering a valuable addition to those positions responding to general mandated functions. They allow time and opportunity to be invested in prevention and intervention, versus response. Meeting previous years’ budget constraints has resulted in reductions to some of our most valuable programs and undermined our goal of building and maintaining community trust. This year, we advocate to maintain current corrections beds to uphold the community’s expectation of accountability and support victims’ voices while individuals are moving through court adjudication processes. We are maintaining services that address

constitutional mandates, statutory regulations, and local codes; however, we continue to prioritize programs that offer client centered approaches with overall health and wellbeing in mind.

General Fund Reductions

Proposal for Meeting Reduction in FY 2024 General Fund Target Allocation				
Offer Number	Program Name	General Fund	FTE Reduction	% GF Reduced
60521	In Jail Human Trafficking	(240,126)	(1)	-100%
60445B	Close Street Supervision	(561,820)	(3)	-31%
60432B	Work Crew	(877,518)	(4)	-62%
60535C	Community Resource	(387,087)	(2)	-63%
60515B	River Patrol	(382,456)	(2)	-15%
Totals		(2,449,007)	(12)	N/A

The following program offers are submitted for reduction because, unlike many of our programs, they are non-mandated functions. We believe that programs focused on engagement, prevention, and rehabilitation work to build community trust, create alternatives to justice involved outcomes, and provide sustainable skills for individuals reentering our neighborhoods. We are concerned that by reducing the following programs we undermine public safety and negatively impact the lives of those we serve.

- **In Jail Human Trafficking:** Eliminates 1 FTE Corrections Sergeant position. The interdiction of human trafficking impacts the most vulnerable youth and adults in our society. This position provides critical intelligence in the effort to do so. This position works closely with detectives in support of human trafficking-related cases in Multnomah County.
- **Close Street Supervision:** Eliminates 3 FTE Corrections Deputies. These positions provide community supervision to numerous justice-involved persons therefore reducing the overall pre-adjudicated population utilizing corrections beds. As the County's commitment to alternatives to incarceration have grown and continue to grow, elimination of these positions will limit our ability to provide adequate supervision.
- **Work Crew:** Eliminates 3 FTE Corrections Deputies and 1 FTE Sergeant. Adults in custody who participate in work programs have additional opportunities for skill-building and community contributions that they wouldn't otherwise. Reduction of these deputy and sergeant positions greatly diminishes the capacity of the unit to deliver these opportunities.
- **Community Resource:** Eliminates 2 FTE Deputy Sheriffs assigned to the unincorporated communities of Corbett and Sauvie Island. Community policing initiatives represent strategic efforts to encourage trust between law enforcement and the people they serve. Our CRDs work to create partnerships that help us proactively address public safety concerns. We cannot provide a proactive community policing function in Corbett and Sauvie Island without these dedicated positions.

- River Patrol: Eliminates 2 FTE Deputy Sheriffs. As a result of these cuts, MCSO will reduce patrol coverage by 8-14 hours per day for the 110 miles of County waterways covered by the River Patrol Unit. This leaves our local rivers without proactive law enforcement services that assist in safe recreation, accident recovery, and emergency management.

Reallocations

FY 2024 Significant Departmental Changes (Reallocations)				
Offer Number	Program Name	General Fund	Other Funds	% GF Changed
60213	Logistics Unit Reduce Sgt Position	(228,115)	0	-23%
60213	Logistics Unit Add Manager	177,219	0	18%
Multiple	Increase Materials & Supplies	50,896	0	5%
60305B	Gresham Temp Holding - Closed	(167,973)	0	-100%
Multiple	Overtime	167,973	0	100%
Totals		0	0	N/A

State, Federal, and Other Funds

FY 2024 Other Fund Changes					
Offer Number	Program Name	General Fund	Other Funds	FTE Impacts	\$ GF Backfill Requested
60330F	MCIJ Dorm 11	0	(786,220)	(5.46)	786,220
60330G	MCIJ Dorm 12	0	(1,353,563)	(5.46)	1,353,563
60330I	SB1145 Reduction	0	(1,250,808)	(8.46)	1,250,808
Total		0	(3,390,591)	(19.38)	3,390,591

- SB1145-Funded MCIJ Dorms: Senate Bill 1145 currently funds a significant portion of MCSO's corrections beds. Based upon the State's budget, if faced with a \$3.4 million-dollar reduction, least-restrictive housing at the Inverness Jail will be eliminated and adults in custody will be moved to general single-cell housing at the Detention Center. At minimum, this reduction will eliminate least-restrictive housing options for women, persons with significant mental health needs, and those in protective custody due to their low percentage of the population and physical confines of the facilities. These reductions will result in a compounding increase of the jail's population percentage and may create a need for emergency population release.

Out of Target Requests

Ongoing Out of Target Requests

The following table lists the Sheriff’s Office’s ongoing out of target requests in order of priority:

FY 2024 Out of Target Program Requests (Ongoing)							
Priority	Offer Number	Program Name	General Fund	Other Funds	Multco ARP	FTE	New or Existing
1	60998	MCIJ Dorm 13	\$0	0	905,391	3.64	Existing
2	60997	MCIJ Dorm 5	\$0	0	1,547,432	7.28	Existing
3	60330F 60330G 60330I	SB 1145 Funded MCIJ Dorms	\$3,390,591			19.38	Backfill
4	60415D	Facility Security Unit	\$1,029,794	0	-	9.00	New
5	60445B	Close Street Supervision	\$561,820	0	-	3.00	Existing
6	60991	Gun Violence Prevention	\$0	0	172,845	1.00	Existing
7	60990	Civil Process	\$0	0	358,536	2.00	Existing
8	60213B	Logistics Evidence	\$126,253	0	-	1.00	New
9	60225B	Law Enforcement Support	\$136,145	0	-	1.00	New
10	60505B	Behavioral Health Deputy	\$186,893	0	-	1.00	New
11	60520B	Child Abuse Team	\$345,690	0	-	2.00	New
12	60535C	Community Resource	\$387,087	0	-	2.00	Existing
13	60515B	River Patrol	\$382,456	0	-	2.00	Existing
14	60432B	Work Crew	\$877,518	0	-	4.00	Existing
15	60521	In Jail Human Trafficking	\$240,126	0	-	1.00	Existing
		Total	\$7,664,373	\$0	\$2,984,204	59.30	N/A

- MCIJ Dorm 13: Restoration of funding for MCIJ Dorm 13. Currently funded through ARP, restoration of Dorm 13 to the General Fund will allow the continuation of least restrictive housing options to all jail populations. Our number one priority is running a safe and supportive corrections system, including equitable housing options for all populations. We work diligently to do that with our current operating capacity, and further cuts to that capacity will severely limit our ability to provide the best services to adults in custody.
- MCIJ Dorm 5: Restoration of funding for MCIJ Dorm 5. Currently funded through ARP, restoration of Dorm 5 to the General Fund will allow the continuation of least restrictive housing options to all jail populations. Our number one priority is running a safe and supportive corrections system, including equitable housing options for all populations. We work diligently to do that with our current operating capacity, and further cuts to that capacity will severely limit our ability to provide the best services to adults in custody.
- SB1145-Funded MCIJ Dorms: Restoration of funding for MCIJ Dorms currently funded by SB1145. Senate Bill 1145 currently funds a significant portion of MCSO's corrections beds. Based upon the State's budget, if faced with a \$3.4 million-dollar reduction, least-restrictive housing at the Inverness Jail will be eliminated and adults in custody will be moved to general single-cell housing at the Detention Center. At minimum, this reduction will eliminate least-restrictive housing options for women, persons with significant mental health needs, and those in protective custody due to their low percentage of the population and physical confines of the facilities. These reductions will result in a compounding increase of the jail's population percentage and may create a need for emergency population release.
- Facility Security Unit: This request expands the Unit by 8 FTE Facility Security Officers and 1 FTE Supervisor. The FSU is a diverse, non-sworn team that is currently understaffed and overburdened with overtime due to the long-standing use of an insufficient shift model. Consistent with the values set forth in the County's Workforce Equity Strategic Plan, FSU leadership has engaged in candid discussions with its team members around meaningful positive change for the Unit. Without staffing to cover leave times, members in this unit feel unseen and unsupported, particularly as compared to their sworn counterparts. Adoption of a staffing model centered on the principals of the WESP will provide significant support and drive down the need for consistent overtime in this unit.
- Close Street Supervision: Restores 3 FTE Corrections Deputies reduced to meet the FY24 reduction. These positions provide community monitoring to numerous justice-involved persons therefore reducing the overall pre-adjudicated population utilizing corrections beds. As the County's commitment to alternatives to incarceration have grown, and continue to grow, elimination of these positions will limit our ability to provide adequate monitoring.
- Gun Violence Prevention: Restoration of funding for 1 FTE Detective focused on gun violence. ARP funded in FY23, this position is focused on gun violence investigations and coordinates with other local state and federal law enforcement agencies to interdict gun crime. This position was funded by FY22 Business Income Tax revenue. Research has shown communities of color experience 10 times the gun homicides and 18 times the gun assault injuries than their white neighbors. The reduction of this

position will impact the length of investigation times and investigation completion rates, negative outcomes that will disproportionately impact our black and brown community members.

- **Civil Process:** Restores funding for 2 FTE Deputy Sheriff positions supporting MCSO's critical gun dispossession efforts, currently funded through ARP. MCSO has tripled its gun dispossession efforts as a result of adopting these positions through ARP. Loss of these positions will come with a commensurate loss in dispossessions, and MCSO is the only agency in Multnomah County engaged in this work. Gun dispossession is often at the service of our most vulnerable community members. We must continue to support dispossession as established through critical legal process - including restraining orders and extreme risk protection orders - lest those community members continue to be put at risk.
- **Logistics Evidence:** 1 FTE additional Logistics Evidence Technician, expanding the Unit from three technicians to four. Oregon's introduction of a law enforcement accreditation model introduces significant new audit and compliance demands. MCSO must hire additional capacity in its Property and Evidence Unit to meet these demands. MCSO cannot meet the compliance demands established by the State's accreditation model without a significant burden on the existing members of the Unit in the form of regular overtime work. This is not a sustainable or equitable model.
- **Law Enforcement Support:** 1 FTE Program Supervisor to report to MCSO's law enforcement support manager. MCSO's law enforcement support manager oversees the Alarms Unit, Concealed Handgun Unit, Civil Process Unit, and Law Enforcement Records Unit. The span of control for this position is far from target, both from the perspective of the County's stated goals and MCSO norms. This management position requires additional support in the form of a supervisor. Unrealistic spans of control are harmful to supervisor and supervisee alike. This investment in employees ensure that, at a minimum, basic work-life balance can be achieved and equitable management still provided.
- **Behavioral Health Deputy:** 1 FTE Deputy Sheriff working alongside MCSO's grant-funded Behavioral Health Clinician. The significant effects of substance use and untreated mental illness often result in challenging behaviors leading to police contact. A partnership between law enforcement and mental health providers offers time and opportunity to intervene prior to any further justice system involvement, leading to better outcomes for all. Persons suffering from mental health and substance use challenges are among our community's most vulnerable members. Combining law enforcement and trained service providers gives MCSO the ability to ensure safety and positive outcomes.
- **Child Abuse Team:** 2 FTE additional detectives assigned to the Child Abuse Team. Additional detective capacity is desperately needed to resolve the hundreds of child abuse cases referred to MCSO. MCSO received 775 cases in 2022, with 85 of those still open for 2023. Children who are abused or neglected are also at increased risk for experiencing future violence victimization and perpetration, substance abuse, delayed brain development, lower educational attainment, and limited employment opportunities. Timely intervention and prosecution of child abuse cases can help mitigate these outcomes while providing critical support to victims.
- **Community Resource Deputy Sheriffs:** Restoration of 1 FTE Corbett and 1 FTE Sauvie Island Community Resource Deputies, eliminated to meet the FY24 general fund reduction. Community policing initiatives represent strategic efforts to encourage trust between law enforcement and the people they serve.

Our Community Resource Deputies work to create partnerships that help us proactively address public safety concerns. We cannot provide a proactive community policing function in Corbett and Sauvie Island without these dedicated positions.

- **River Patrol:** Restoration of 2 FTE Deputy Sheriffs eliminated to meet the FY24 general fund reduction. As a result of these cuts, MCSO will reduce patrol coverage by 8-14 hours per day for the 110 miles of County waterways covered by the River Patrol Unit. This leaves our local rivers without proactive law enforcement services that assist in safe recreation, accident recovery, and emergency management.
- **Work Crew:** Restoration of 3 FTE Corrections Deputies and 1 FTE Sergeant eliminated to meet the FY24 general fund reduction. Adults in custody who participate in work programs have opportunities for skill-building and community contributions that they wouldn't otherwise. Reduction of these deputy and sergeant positions greatly diminishes the capacity of the unit to deliver these opportunities.
- **In Jail Human Trafficking:** Restoration of 1 FTE Corrections Sergeant position eliminated to meet the FY24 general fund reduction. The interdiction of human trafficking impacts the most vulnerable youth and adults in our society. This position provides critical intelligence in the effort to do so. This position works closely with detectives in support of human trafficking-related cases in Multnomah County.

One-Time-Only Out of Target Requests

The following table lists the Sheriff's Office's one-time-only out of target requests in order of priority:

FY 2024 Out of Target Program Requests (One-Time-Only)							
Priority	Offer Number	Program Name	General Fund	Other Funds	Multco ARP	FTE	New or Existing
1	60236	Ballot Measure 114	203,826	0	0	2.00	New
2	60215B	Human Resources	444,403	0	0	3.00	New
Total			648,229	0	0	5.00	N/A

- **Ballot Measure 114 Mandates:** Additional staffing of 2 FTE Office Assistant, Senior positions is required to support customer service and administrative functions created by the Oregon Ballot Measure 114 mandate. With the state mandate for firearm-related permitting through Ballot Measure 114, MCSO stands to process thousands of gun permits for County residents. The full scale of the additional workload is unknown; two full time positions is our best estimation of the minimum additional personnel required to manage the public-facing and administrative burden of this mandate. MCSO must make available a firearm permitting process for all of its residents. MCSO cannot deliver this mandate within current staffing.
- **Human Resources:** Expansion of 1 FTE Human Resources Analyst 2 and 2 FTE Background Investigators. MCSO has significant staffing vacancies, particularly in the Corrections Division. While we continue to make new efforts at recruiting qualified candidates - plugging into national recruitment networks, expanding our recruiting events - the additional administrative burden required to process these

candidates has been, and will continue to be, significant. Consistent understaffing has placed a great burden on MCSO Corrections staff and adults in custody alike. Staff are regularly subject to mandatory overtime to cover vacant posts. Posts are closed when they cannot be maintained through the use of mandatory overtime, resulting in diminished opportunities for recreation and programming for adults in custody. While MCSO continues to seek opportunities for reallocation of staff and other efficiencies, the successful onboarding of new staff and support offered during the probationary period will help us to achieve greater retention of new staff resulting in a workforce that maintains a consistency of skills and abilities.

Risks and Other Issues

The Oregon Legislative Session is currently underway. Through various drafted House/Senate Bills impacting public safety, it is currently unclear whether there will be new laws impacting MCSO's FY 2024 budget.

COVID-19 Impacts & American Rescue Plan

As an agency, we continue to manage the lingering impacts of COVID-19 within our community, related to our staff members, and within our corrections settings. This includes the everchanging variants of the COVID-19 virus, but also the annual flu virus, and the reemergence of other respiratory illnesses.

Related to the criminal justice system, our Corrections Division has been, and continues to be, the most impacted by the COVID-19 pandemic. We are constitutionally responsible for the care and custody of all incarcerated adults in the county jail system. At the onset of COVID-19, the Multnomah County Sheriff's Office began collaborating with Multnomah County Public Health and Corrections Health to design protocols to protect the adults in custody, staff and our community based on guidance from local, state and federal health authorities. This included the transition of almost all single cell housing at the Detention Center into Classification Units for monitoring health symptoms and creating cohorts of individuals to limit new intakes into the housing groups. Court movement has remained slower and technology has been increased to provide virtual access to professionals and proceedings. At times, an additional dorm(s) has been opened at Inverness Jail to allow for maximization of space and distancing. Cleaning crews and procedures remain enhanced for sanitation.

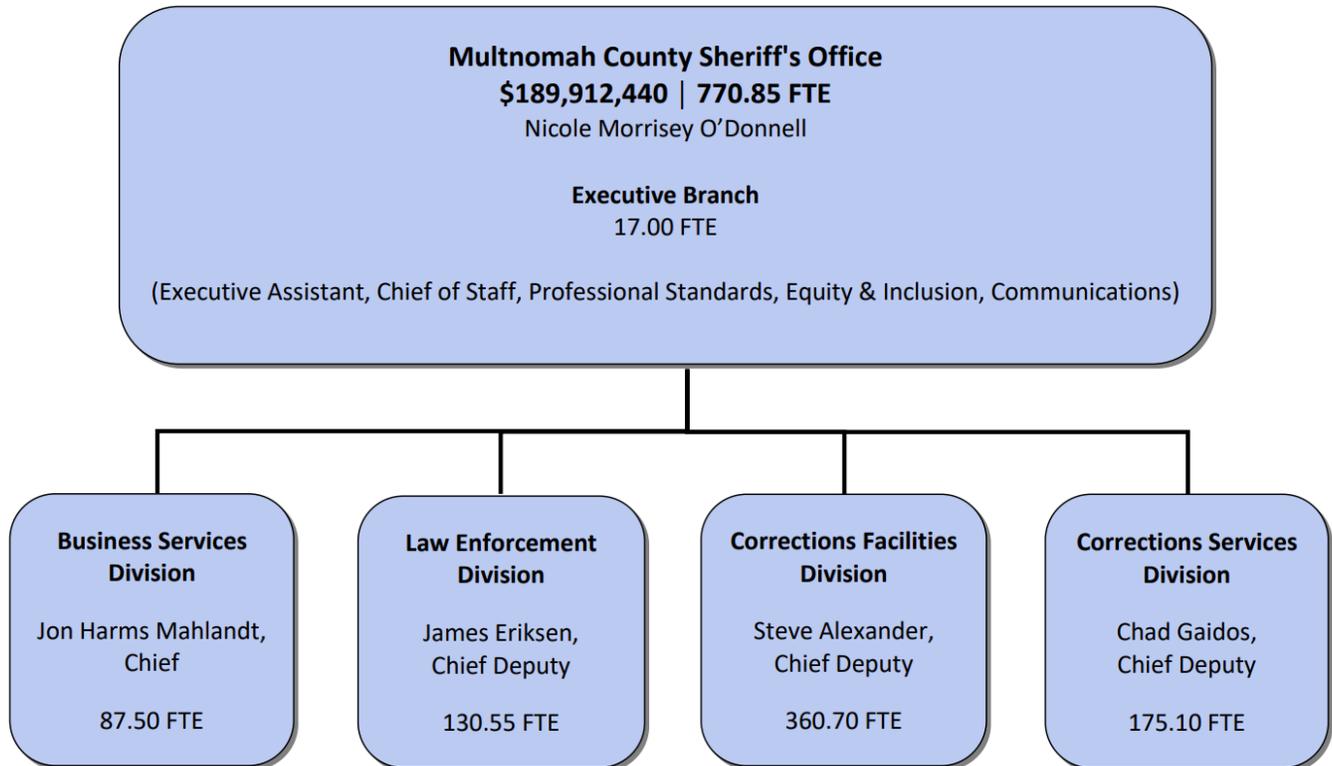
American Rescue Plan (ARP) Programs				
Program	Program Name	FY 2023 Budget	FY 2024 Budget	FY 2024 Action
Direct Multco ARP				
60998	Dorm 13	\$ 637,357	\$ 905,391	Ongoing Request
60997	Dorm 5	\$ 773,344	\$ 1,547,432	Ongoing Request
60991	Gun Detective	\$ 161,977	\$ 172,845	Ongoing Request
60990	Civil Process Deputies	\$ 314,382	\$ 358,536	Ongoing Request
60993	Close Street Positions	\$ 348,461	\$ -	Not Requested
60999	Signage & Washing Machine	\$ 60,000	\$ -	Not Requested
	Total Multco Direct	\$ 2,295,521	\$ 2,984,204	

At this time, it is unclear if the Federal Government will continue to provide ARP Funds locally. The programs noted within the table above have been requested for ongoing general funds. Should Federal dollars continue into FY 2024, Multnomah County may fund these programs again within ARP funds.

Division Level Organization Chart

Span of control summary for FY 2024

Agency Wide Span of Control		
Division	Managers	Direct Reports
Executive	5.00	12.00
Business Services	9.00	78.50
Law Enforcement	11.00	119.55
Corrections Facilities	11.00	349.70
Corrections Services	7.00	168.10
Total	43.00	727.85
	Span of Control	16.93



The Sheriff’s Office is comprised of the Executive Office, Law Enforcement Division, Corrections Facilities Division, Corrections Services Division, and the Business Services Division, which are each briefly described below.

The Executive Office: The Sheriff directly oversees the MCSO’s Professional Standards Unit, Communications, Equity and Inclusion, Policy Program, the Chief of Staff, and the Division Chiefs.

The Law Enforcement Division: From Sauvie Island in the west, south to Dunthorpe, and extending east to the Columbia River Gorge, MCSO Deputy Sheriffs provide 24-hour public safety services to unincorporated Multnomah County and contract cities including Wood Village, Troutdale, Fairview and Maywood Park. The service area includes 290 miles of land and over 100 miles of waterways. The coordinated efforts of district patrol and other specialty units, such as the River Patrol, Detectives, the HOPE Team (Housing Outreach and Programs Engagement), and Civil Services, deliver comprehensive services that meet the needs of our residents and visitors.

The Corrections Divisions: The Sheriff’s Office corrections functions operate under the organizational structure of two complementary divisions. They work independently to perform distinct and unique functions and mandates but they also share mutual priorities and goals. The Corrections Facilities Division manages the staffing, operations, and physical plants of the Multnomah County Inverness Jail and the Multnomah County Detention Center. The Corrections Services Division provides programs to adults in our custody that include Medication Supported Recovery; oversees Close Street Supervision, the Jail Capacity Management Plan, job readiness programs and the classification of adults in custody; and manages Court Services including the Facility Security Unit, and the Auxiliary Services Unit.

The Business Services Division: The Business Services Division units provide support services across all of MCSO's operations. The units include the Human Resources Unit, Fiscal Unit, Logistics Unit, Planning and Research Unit, Training Unit, CJIS Unit, and Law Enforcement Support Unit (Records, Civil, Concealed Handgun Licensing, and Alarms Units). These components of MCSO provide core resources to the agency and strengthen the foundation for client-based services.

Sincerely,



Multnomah County Sheriff