

TO: Chair Jessica Vega Pederson  
Jenny Smith, Chief of Staff  
Travis Graves, Interim Chief Operating Officer  
Christian Elkin, Budget Director

FROM: Sheriff Nicole Morrissey O'Donnell

DATE: February 14, 2025

RE: FY 2026 Requested Budget Transmittal Letter

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## Sheriff's Office Overview

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### **Our public safety mission**

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 this is the foundation of a healthy and strong community. Our vision, mission, and value statements inform our work and develop meaningful strategies for encouraging innovation, infusing equity, and ensuring professionalism. Sheriff Nicole Morrissey O'Donnell guides members to be centered around her four pillars of being present, connected, inspired, and proud as they engage in the challenging public safety work every day.

### **A Sheriff's vast services**

The role of a sheriff's office varies considerably from state to state and even from county to county. In Oregon, Sheriffs are selected by public vote and serve as elected officials seated within their county government structure. In Multnomah County, Sheriff Nicole Morrissey O'Donnell is responsible for leading the Multnomah County Sheriff's Office which is comprised of approximately 800 employees who provide a vast range of services throughout Oregon's most populated county.

The Sheriff's Office provides law enforcement services to the unincorporated areas of Multnomah County and our contract cities of Troutdale, Fairview, Maywood Park, and Wood Village, and is also tasked with patrolling 110 miles of waterways. Alongside traditional patrol services, we provide services countywide, including the civil service of court orders such as evictions and protection orders and Search and Rescue efforts. Additionally, TriMet contracts with MCSO to administratively lead their Transit Police Division. We operate two correctional facilities: the Multnomah County Detention Center and the Inverness Jail. We are also responsible for Courthouse security to include the public, defendants, judicial staff, and courtroom proceedings.

## **A shared commitment for thriving communities**

Over the previous year, the County updated their vision, mission, and values.

Vision: “Multnomah County is a diverse, thriving community with a sustainable future where all are safe, connected, and empowered to contribute.”

Mission: “To improve the well-being of those in Multnomah County by providing accessible, high-quality, and innovative public services that create stability, enhance opportunities, and reduce disparities.”

County values include areas focusing on “accountability, social and environmental justice, inclusively leading with race, equity and inclusion, and safety and well-being”.

The Multnomah County Sheriff’s Office directly contributes to upholding these tenants and aligns with the County’s values in all that we do. For example, we have a robust policy process of informing and engaging with the community through a rigorous stakeholder review process for all MCSO policies. Participation is promoted and sought through our website, social media, press releases, and subscriber lists. From the highest level, we believe this hits at the core of “being transparent and communicative in what we do and how we do it”. We value the diverse cultures in our neighborhoods and seek further transparency in our corrections and law enforcement operations by facilitating listening sessions and participating in community events. Within communities where English is not primarily spoken, we connect through individual’s native languages when we can. We believe this offers a true sense of support for safety while building relationships. We provide public access to see behind the scenes of our programs and processes through facilitated site visits and participating in initiatives such as the 2024 Justice Fellowship.

During FY2025, MCSO saw several successes. We embarked on a project to assess and ultimately provide better accessibility within our public lobby spaces aligning with the County’s Workforce Equity Strategic Plan (WESP); Benchmark 1.3 focused on awareness and knowledge of disability justice. Our public lobbies provide opportunities for visitors, clients, partners, employees and the community to access the Multnomah County Sheriff’s Office services. The content and presentation of information is intended to provide and promote a positive experience between people accessing the public lobbies and MCSO. We launched an evaluation to engage key partners and people who are accessing our public lobbies to gather observations and recommendations. Through a survey to collect and analyze feedback, we were able to identify both strengths and opportunities for improvement in how we provide information. Our printed materials will be simplified and translated into multiple languages and physical layouts will be reviewed and updated to provide more family friendly areas. We are also looking into incorporating technology for a more streamlined and sustainable ability to share evolving content.

Over the past few fiscal years and throughout the first half of FY2025, MCSO set the stage for becoming accredited as a law enforcement agency. In short, Oregon House Bill 2162 directed, *the Department of Public Safety Standards and Training to designate one or more accrediting bodies for law enforcement agencies in this state with 35 or more sworn police officers. No later than July 1, 2025, each law enforcement agency in this state with 100 or more sworn police officers must be accredited by an accrediting body designated by the department.* This intensive evaluation and certification process by the Northwest Accreditation Alliance (NWAA) includes over one hundred standards that require ongoing tracking and written proof documents

within policy and procedures all culminating in an in-person site visit for physical inspection. MCSO became officially accredited by vote during the September 2024 NWAA Board meeting, marking a very proud moment for our agency.

The Oregon State Sheriff's Association (OSSA) establishes best practices for jails that address everything from staff training to kitchen operations. The over 300 best-practice measurements, previously known as the Oregon Jail Standards (OJS), transitioned to OSSA's Jail Accreditation in 2024. MCSO was instrumental in piloting the accreditation process at the Multnomah County Detention Center. As of the fall of 2024, both MCSO corrections facilities received accreditation. Each process takes place every two years and is designed to raise the bar by improving management, reducing liability, and creating consistency in the operation of all county jails in Oregon. The Multnomah County Jails have remained compliant with these comprehensive standards since the year 2000. Accreditation for our corrections facilities and law enforcement division embodies our commitment to the public to meet their expectations of high quality, accountable, and professional services.

This past year also marked the implementation and first annual completion of performance evaluations for all law enforcement personnel and agency-wide managers, bringing MCSO in line with the County's WESP, Benchmark 1.1. By engaging our members in thoughtful dialogue addressing successes, strengths and challenges, we aim to break down barriers and create more goal focused operations. In that spirit, we ask for members to identify goals and assess whether managers and supervisors have been able to assist in their success or whether further resources are needed. As we continue to participate in the shared process of performance evaluations, we look forward to furthering growth as an agency and as individuals.

In November 2024, the Sheriff presented a mid-year Budget Modification to the Board of Commissioners requesting additional dollars to address unfunded liabilities and shortfalls within the Human Resources Unit. In addition to bringing on more staff, leaders from the Sheriff's Office have continued to work closely with Central Human Resources to streamline or otherwise make our internal processes more efficient. Our plan focuses on making modifications to our processes that will increase hiring output.

A few updates and accomplishments are highlighted below:

- The MCSO HR Unit leaders conducted a thorough review of internal background investigative processes to determine what is currently required by State legislation, Agency regulations or County Personnel Rules and assessed opportunities for streamlining hiring and selection. After assessing the risks and benefits, MCSO began implementing changes to our background investigation processes for non-sworn positions that we anticipate will add capacity for our background investigators to focus on sworn position recruitments.
- The approved budget modification provided funding for two additional Background Investigators, one additional Recruiter and one additional Office Assistant Senior. As of today, we have hired two new Background Investigators and completed the interviews for the Office Assistant Senior and an additional Recruiter. Once these positions are filled, we will have a fully funded and staffed HR Unit through June 30, 2025.
- Developed a workflow with the Central HR Workday team and MCSO Planning and Research Unit for more timely access to MCSO application, recruitment, and personnel data. Previously, the MCSO Planning and Research Unit relied on the MCSO HR team to gather data from Workday. The new workflow will reduce the burden of going through the MCSO HR team and provide more timely access to data that can be used to inform process improvements and regular updates to MCSO leaders.

MCSO has several long-range goals which underscore our core tenets:

- Achieve a fully staffed workforce.
- MCSO employees have training and development opportunities that enable them to uphold standards of excellence in public safety and to professionally thrive.
- Proactive law enforcement services that prevent and reduce criminal behavior in Multnomah County.
- All adults in MCSO custody receive care and services or a connection to services, with a focus on individual need to help them avoid future justice involvement.
- All community members who interact with our law enforcement deputies receive fair treatment, as we continue to work together to build safer and stronger communities.
- MCSO operations are more efficient and effective due to improved integration of technologies.

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## FY 2026 Budget Priorities and Key Issues

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Our FY 2026 budget submission centers on ensuring high quality, reliable and trustworthy public safety services for all community members in Multnomah County. Our measurements, to include identifying new divisional outcomes, are evaluated alongside program outputs. This remains an important opportunity to report to the community and track the impacts of our services. Our programs and initiatives maintain and support the Multnomah County Sheriff's Office to continue 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 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 and maintaining community trust** – Trust is vital to our organization and critical in order to provide sustainable neighborhood initiatives in law enforcement. From strategies specific to addressing and reducing crime, to creating wrap-around connection for those re-entering into the community, MCSO collaborates for inclusive programs with equitable outcomes. We listen to victims' voices, partner with advocates, youth, and providers to evaluate the services we provide.

**Matching services to individuals' needs** – Multnomah County provides an array of opportunities for out of custody recognizance; upwards of 30 percent of those booked are released by court order, and we see a portion of these individuals struggling to find or maintain social services which may drive a failure to appear in court. The Close Street pretrial program provides services to approximately 700 defendants released by court order during their pre-adjudication period while maximizing fiscal responsibility. These individuals remain in the community with access to services. MCSO staff coordinates with county personnel responsible for the Homeless Response Action Plan, to access housing resources.

**Providing safe and equitable care and custody** – Responsibility for the wellbeing of those who are incarcerated within Multnomah County is a top priority. As corrections professionals, we seek to leverage moments of

clarity 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. Specific to the adults in our corrections settings being released, MCSO focuses on support services and transition planning. We look forward to further developing opportunities defined within the upcoming Medicaid Waiver program.

### **A One County approach**

The Multnomah County Sheriff is an executive member of Multnomah County's Local Public Safety Coordinating Council. This statutory body, including Multnomah County and City electeds, community members, and service organizations come together in the spirit of *One County* to guide strategies and lead collaborative subcommittees responsible for reducing community violence, managing corrections, ensuring a functional court system, and facilitating community supervision. MCSO is an office of primarily essential front-line professionals. We partner with healthcare providers, emergency housing supports, peer advocates, system partners, and local government to ensure our community members, including those who are the most vulnerable, are safe. Our mission of a safe and thriving community for everyone spans throughout community neighborhoods and those supported within varying stages of justice involvement, including those within custody settings where we are responsible for their wellbeing, rehabilitation, and service connections.

### **Staffing and supporting a professional workforce today and into the future**

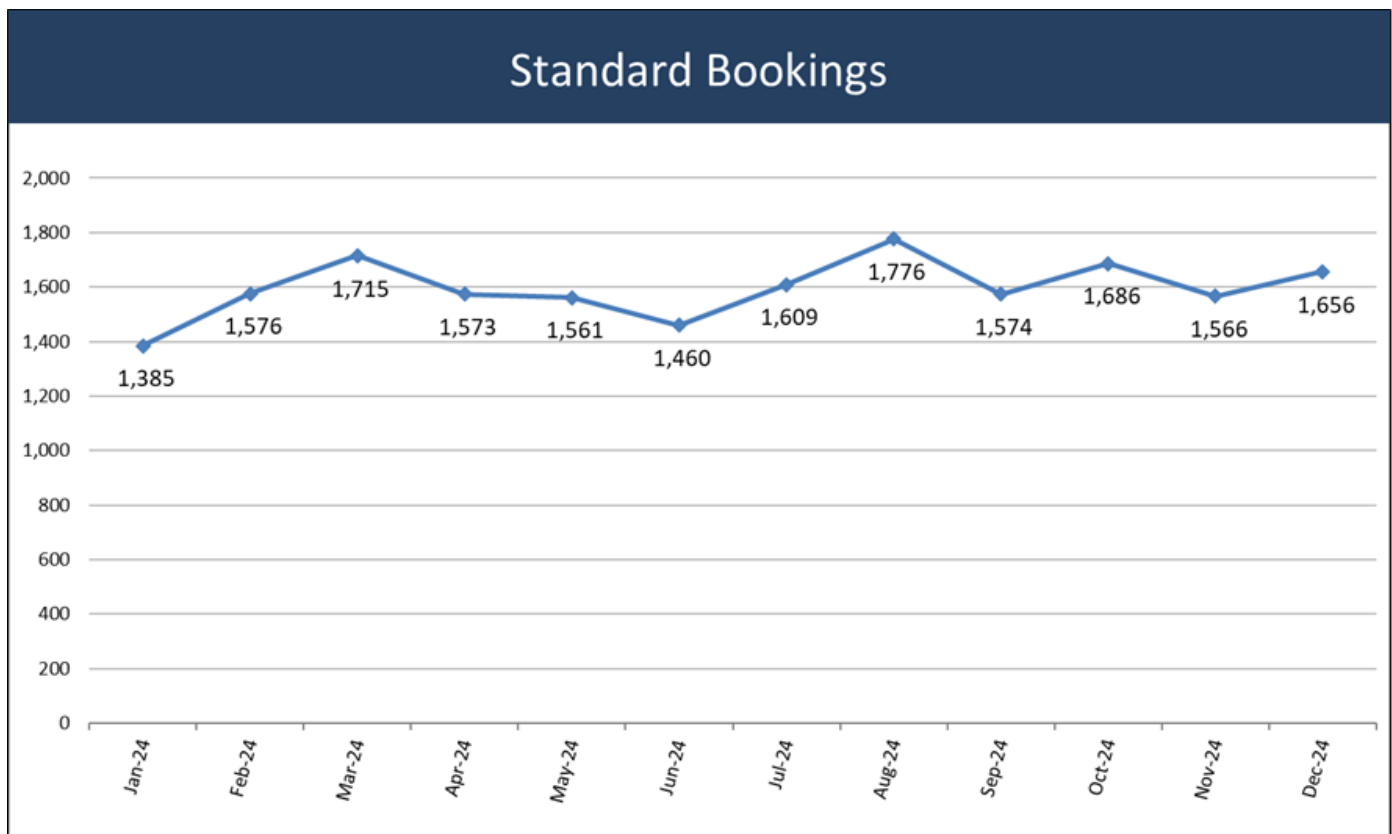
The career trends for people seeking public safety employment and their longevity within this field are continuing to evolve. Oregon's Department of Public Safety Standards and Training recently reported that retention trends overall have decreased from the previous average of 15 years to just 5 years. The essential status and 24 hour - 7 day a week nature of law enforcement and corrections struggles to align with the desired flexibility and teleworking schedules offered today. Direct service public safety work is inherently dangerous and traumatic. Standards for accountability within MCSO, state law, and the public's perception are at an all-time high. 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. To fill our position vacancies and keep pace with evolving employment trends, the Human Resources Unit is working tirelessly.

Turnover among corrections staff is at an all-time high, largely due to demands from mandatory overtime. Hiring delays have spread to other areas of the organization, creating vacancies in law enforcement and long delays for hiring civilian positions. Years of reliance on mandatory overtime has decimated staff morale. Newer staff enter a high-stress, low-morale environment where they can expect to be subject to mandatory overtime as much as four times per week. Partially as a result of this, MCSO is experiencing record levels of continued turnover. In 2023, MCSO hired a record 59 corrections deputies while also having 31 separations, 20 retirements, and 7 promotions to a Sergeant position. This resulted in a net addition of only 1 deputy position. We continued to see the same dynamic in 2024. We hired 47 corrections deputies over the past year of 2024, while realizing 30 separations, 25 retirements, and 3 promotions to a Sergeant. This unfortunately resulted in no vacancies being filled and an increase in 11 positions being vacant. MCSO has continued work to strengthen its efforts to hire Corrections Deputies, as well as in other areas of the agency. For instance, MCSO's Law Enforcement Division, faced a >10% vacancy rate in early 2024, however with focused effort has been able to reduce that to approximately 4% at this time. Civilian positions have been consistently vacant for 12-18 months or longer as recruiting and backgrounding staff prioritized sworn positions.

MCSO has requested funding for Human Resources and Background Investigations positions in each of the last three budget cycles, receiving no or very limited onetime only funding in each. As previously mentioned, we are grateful for the substantial mid-year Budget Modification in FY 2025 that has lifted up the Human Resources Unit to be fully funded and supported through June 2025. MCSO continues to partner with Central Human Resources on approaches to simplify, shorten, or otherwise make more efficient the agency hiring process.

### Stabilizing core services of public safety

MCSO’s FY 2026 budget submission maintains our current staffing to operate a capacity of 1,130 jail beds. The history of funding jail beds in Multnomah County has included several funding streams that resulted previously in volatile and unnecessary destabilizing factors. The county successfully simplified those dynamics in FY 2025 allowing for stable funding. This is more and more important as we see our neighboring police agencies fill staff vacancies naturally resulting in an increase of self-initiated and dispatched calls for service, as well as more criminal cases solved. In addition, the local Presiding Judge’s Order was updated effective January 1<sup>st</sup>, 2025, implementing new guidance that results in more defendants remaining in custody to see a judge for arraignment. We are seeing the small impacts all coinciding together to steadily increase the incarcerated population.



The devastating impacts of our region’s lack of low barrier and supportive housing options, underfunded full scale behavioral health network, and the increased flood of access to illicit substances also creates increased risk within our corrections facilities. We have been faced with significant challenges to meet the needs of

adults in custody over the past year. We remain committed to operating corrections settings that are safe and supportive to individuals' wellbeing. To do so, we must have jail housing environments that offer a span of least restrictive settings and infuse healthcare, programs access, recreation, and trauma informed practices. Through the Corrections Recommendation Project, MCSO, along with its partners, is working to develop and implement a meaningful response to the reports received in 2023 and 2024, to ensure the safety, security, and wellbeing of adults in our custody and staff working in our facilities while centering the values and principles of the Sheriff's Office. Our public facing dashboard offers real-time tracking of the recommendations, goals, and workgroups.

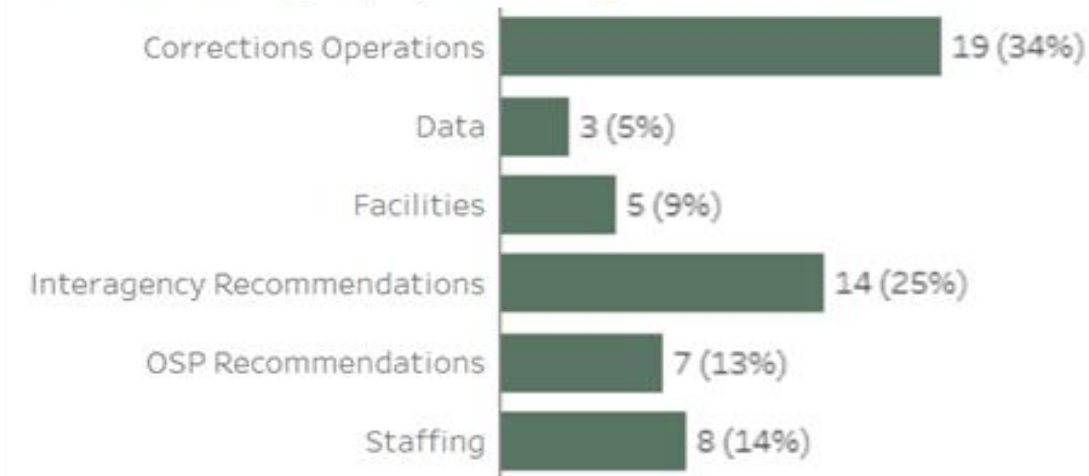
## Recommendations and Goals

In total, **408 individual detailed recommendations** were organized by theme, category and keyword and were synthesized to develop **65 goals**. The top themes and categories by number of goals is shown below.



## Workgroups

Seven workgroups have been developed and assigned to work on goals. The breakdown of workgroups by number of goals is shown below:



Throughout 2024, MCSO and Corrections Health worked with purpose to address the interagency recommendations to better streamline communications and policy alignment, building a stronger relationship and anchored commitment to the safety and well-being of adults in our custody. Through facilitated strategy meetings and workgroups, we completed a Memo of Understanding (MOU) outlining the shared commitments and agreed upon roles and responsibilities to enhance the wellbeing in our County jail facilities through public service - prioritizing safety, providing equitable access to person-centered healthcare and creating better outcomes for individuals in our custody. The Multnomah County Sheriff's Office and Corrections Health Division of the Health Department are committed to the following:

- Prioritize the safety and security of our corrections facilities.
- Facilitate timely access to quality healthcare for adults in custody.
- Maintain accreditations and articulate clear expectations for shared participation in evaluations.
- Work toward filling existing vacancies and developing a fully trained and supported staff.
- Align and participate in shared policy drafting, review and implementation.

### **Community safety**

Preventing violence in all forms is a top priority. We focus investments in law enforcement related to initiatives of prevention, intervention, and support services. In Multnomah County jurisdictions, we remain committed to making a positive impact to reduce violence including those crimes that involve a firearm. 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. Several of our law enforcement members work within the County Chair's identified *One County* model by heavily participating in multijurisdictional teams addressing gun violence, abuse cases, and dangerous drug and overdose investigations. Sheriffs also have the constitutional mandate of sole responsibility to provide civil services for the entire county versus only contracted or unincorporated areas. These civil matters include service of eviction and protection orders, in addition to firearm dispossession related to court orders.

MCSO detectives focus on investigations related to crime within MCSO service districts and contract cities. They are also members of the East County Major Crimes Team, as well as other inter-agency teams which allows for collaboration of multiple resources and leverages personnel for more efficient and effective results. The goal of the East County Major Crimes Team (MCT) is to provide a successful outcome to all serious person crimes, and other high-profile investigations throughout all communities in Multnomah County. This unit is versatile and is responsible for a wide range of investigative efforts. With changes to the statewide Department of Human Services (DHS) hotline reporting and case management, the Detective Unit receives and processes all DHS reports of alleged child abuse and neglect in order to ensure cases are cross-reported. Trained and experienced detectives 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. Additionally, detectives register approximately 450 sex offenders annually and conduct sex offender compliance missions, as Oregon law requires sex offenders to report in person to a law enforcement agency in the county where they reside.

The Detective Unit also has a dedicated detective to conduct follow-up investigations and provides services for victims impacted by domestic violence through the Domestic Violence Enhanced Response Team. This team



utilizes a model of intervention that provides a coordinated, multi-disciplinary response to high-priority/high-risk domestic violence cases. When gun violence impacts east county communities, detectives engage in collaborative community outreach efforts and provide investigative resources with the goal of bringing awareness and reducing incidents involving firearms.

Based on Everytown For Gun Safety data, in an average year in Oregon, 625 people die by guns. This risk is seated in two areas: those at risk of harming themselves and those at risk of harming someone else. MCSO has focused on dispossessing guns from those persons who are served with a protection order that requires the dispossession of firearms. In 2024, two dedicated MCSO Deputy Sheriffs completed 503 firearms declarations and dispossessed 316 firearms. Research is unequivocal that dispossession saves lives. The statistics on the prevalence of intimate partner violence with a gun in the United States are staggering; gun violence has discriminant impacts especially in matters of domestic abuse. A recent Everytown report from November 2024 focused on attempted gun purchases related to domestic violence, identified an average of 76 women in the United States are shot and killed by an intimate partner every month, and many more are shot and wounded.

MCSO's Transit Police Division (TPD) works to ensure a safe public transportation system. TPD members continue to work with Tri-County partners and closely with the City of Portland in the central city to engage with individuals impacted by behavioral health challenges, including mental health and addiction. These individuals are increasingly vulnerable to housing insecurity and victimization. The Sheriff's Office remains supportive of consistent proactive outreach and utilization of co-responder models in response to active law enforcement calls for service where community members are experiencing a behavioral health crisis. Although it is still early in the Multnomah County deflection program for low level possession of a controlled substance, deputy sheriffs are committed to the statewide efforts on House Bill 4002. We are also very encouraged by the forward progress to develop and reinstate sobering services in the county. In all areas of our work, we strive to address disparities by coordinating with service providers to assist vulnerable community members who are experiencing a behavioral health crisis or suffering from addiction to ensure their treatment needs are being met.

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## FY 2026 Equity in Budgeting

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### **Equity and inclusion in action**

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 create an inclusive organizational culture, continue to learn, and seek systemic improvements for our profession.

Working towards justice means we must all intentionally identify and remove barriers for those who have been, and continue to be, marginalized. The Multnomah County Sheriff's Office works alongside its County partners in the Office of Diversity and Equity in this endeavor. We incorporate an equity lens when drafting and updating policy, procedure, and program offers. We acknowledge that the mandates of our services coincide with the intersection of a public safety system and vulnerable people. This has historically resulted in disparate justice involvement. To counter that systemic history, MCSO utilizes a person-centered approach in

many programs such as the Homeless Outreach and Programs Engagement Team, Close Street Pretrial Program, and Corrections Programs Unit.

The Sheriff’s Office engages in the County’s Workforce Equity Strategic Plan with focused initiatives and while conducting everyday business. In addition to the previously mentioned areas, benchmarks that were met over the previous year include the following:

Benchmark 2.1 - After attrition and staffing changes, MCSO’s Equity and Inclusion Committee is in the process of being reinstated and engaged with a renewed commitment to MCSO’s policy process, strategic visioning, and WESP implementation.

Benchmark 2.7 – MCSO has partnered with County Organization Learning for equity-centered leadership training. Through MCSO’s Training Unit, curriculum focused on equity and anti-bias in policing, as well as cultural awareness and diversity are incorporated into new hire classes and annual in-service training.

Benchmark 4.3 - MCSO’s staff all attend ADA knowledge and accommodations training as a part of the annual curriculum.

We understand that representation matters in creating community-specific solutions and when building and maintaining trust. We will continue to work to ensure our hiring policies and procedures reinforce equity, so that we can build a diverse workforce that better mirrors the communities we serve.

<b>FY 2026 Equity Budget</b>				
<b>Offer Number</b>	<b>Program Name</b>	<b>Equity JCN &amp; Position Title or Budget Category</b>	<b>Total Equity Funding*</b>	<b>FTE</b>
60105	Equity & Inclusion Unit	Human Resources Manager 1	211,098	1.00
60105	Equity & Inclusion Unit	Human Resources Analyst Senior	188,255	1.00
60105	Equity & Inclusion Unit	Human Resources Analyst 2 (NR)	160,644	1.00
60105	Equity & Inclusion Unit	Contractual Services	10,000	
60105	Equity & Inclusion Unit	Materials & Supplies	6,000	
60105	Equity & Inclusion Unit	Internal Services	2,506	
<b>Total</b>			<b>578,503</b>	<b>3.00</b>

\* Equity investment may only represent a portion of the total program offer budget.

## Budget Overview - Base Budget

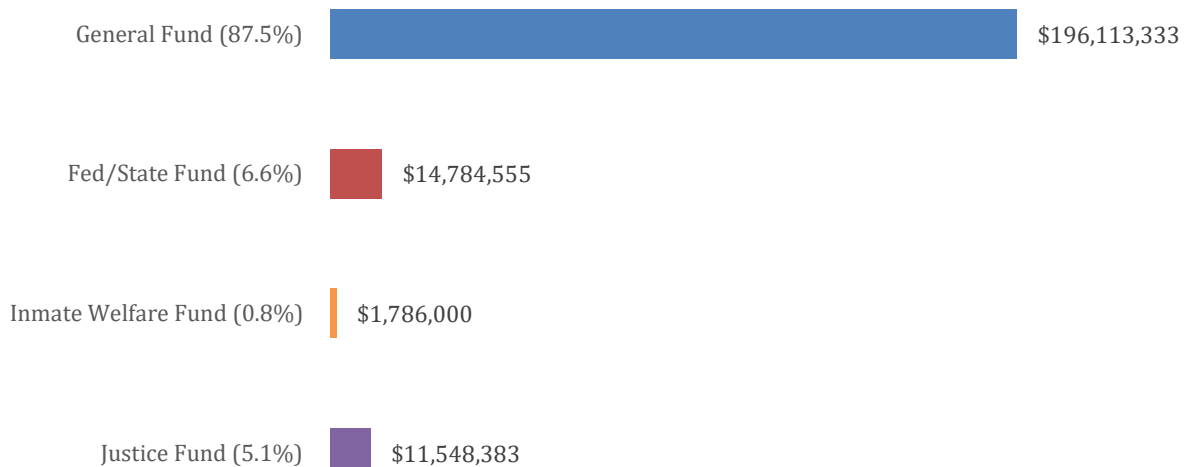
The forecast for FY 2026 projected a \$21.2 million deficit in the General Fund driven by slowing property tax revenue growth due to declining downtown property values and personnel cost increases that remain above sustainable levels. For the FY 2026 budget submission, the Sheriff’s Office requested that the County not require a reduction package in order to maintain core services mandated by local, state, and federal regulations. Maintaining the Sheriff’s Office base budget would require 224,232,271 and 820.57 FTE for FY 2026. This includes sufficient General Fund to maintain FY 2025 ongoing programs, as well as programs supported by Other Funds. The Multnomah County Sheriff’s Office was not required to submit reduction packages for the Chair’s FY 2026 budget process. In limited cases, departments were also allowed to submit add packages for additional requests not funded within the department’s base budget. The submissions are detailed in the table below, which shows the total allocation at base budget level but excludes Add packages.

FY 2026 Multnomah County Sheriff’s Office Budget Submission				
	FY 2026 General Fund*	FY 2026 Other Funds	Total Funds	Total FTE
Base Budget Programs	196,113,393	28,118,938	224,232,271	820.57

\*Includes both the General Fund and Video Lottery Fund.

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

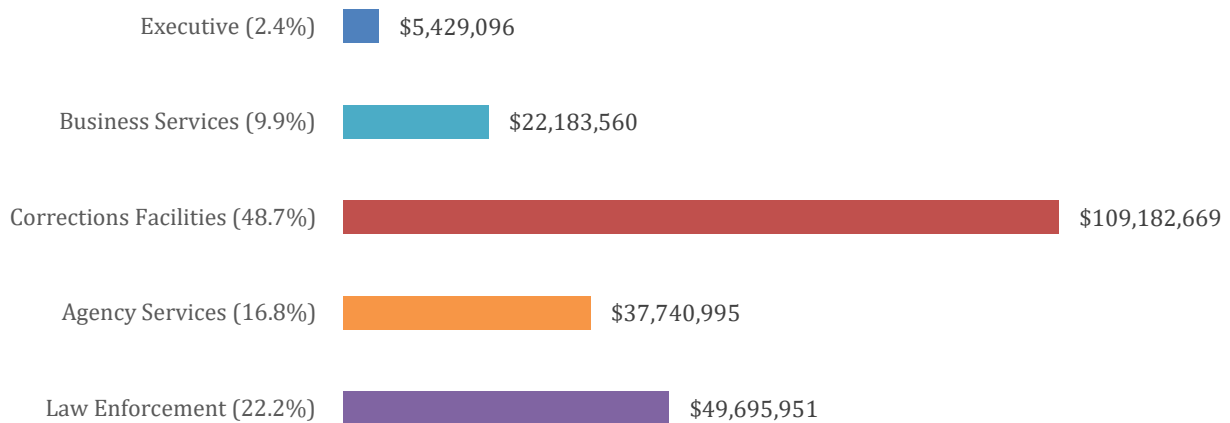
### FY 2026 Base Budget by Fund \$224,232,271



## Division Overview - Base Budget

The Sheriff's Office has 5 divisions, with the **base budget** distributed as shown in the bar chart below.

### FY 2026 Base Budget by Division All Funds \$224,232,271



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

**Executive Office:** The Sheriff is an elected official who leads the Multnomah County Sheriff's Office in its mission to provide exemplary public safety services for a safe and thriving community. Sheriff Nicole Morrissey O'Donnell directly oversees her Executive Administrator, Chief of Staff, the agency's Division Chiefs, and MCSO's Professional Standards Inspector. The Inspector is responsible for the Internal Affairs Unit (IAU) and is dedicated to maintaining an environment of accountability for MCSO members. The Sheriff encourages the highest standards of integrity by tasking IAU investigators with assessing and appropriately addressing complaints and concerns received from the public and agency members. Through the Sheriff's Chief of Staff, programs supporting the executive branch of the agency are managed. MCSO's Communications Unit operates as a bridge between the Office of Sheriff and the public to connect, engage, and empower members, residents, communities, partners and the media alike in Multnomah County and beyond. The Communications team provides accurate, time-sensitive information necessary for the public to make informed decisions, shares and publishes agency news and event highlights to increase community and membership engagement, works professionally and effectively with the media and furthers transparency by facilitating public records processes. The Equity and Inclusion (EI) program guides the agency in developing data-driven strategies for integrating equity into the Sheriff's Office and leads opportunities for an organizational culture shift toward one of inclusion and belonging, particularly for historically excluded and underrepresented groups. This Unit manages strategies related to agency-wide initiatives including the County Workforce Equity Strategic Plan. This also includes ongoing and limited duration FTE dedicated to supporting the executive team through the FY 2026 Multnomah County Sheriff's Office Transmittal Letter

administrative facilitation and coordination of projects, evaluations, and government relations. This includes the Deputy Chief of Staff and the Policy Advisor who is responsible for managing policy development.

**Business Services Division:** The Business Services Division provides critical agency administrative services across all of MCSO's operations. This division is comprised of five units: the Fiscal Unit, which is responsible for the professional management and utilization of all funds allocated to MCSO, as well as developing all procurement actions; Training Unit, which prepares, delivers, and tracks training for all employees to ensure compliance and certification requirements are met; Planning and Research Unit, which produces regular reports, analyses, and evaluations to facilitate data-driven decision making, as well as developing data collection applications; Criminal Justice Information Services (CJIS) Unit, which provides technology support and solutions to over 3,000 users across a wide range of platforms; and Human Resources Unit, which supports all MCSO employees from recruitment to hiring and throughout their careers. In addition to the management of these units, Business Services is responsible for the integration of standards and best practices in agency business processes and agency-wide innovations and initiatives, including major capital projects.

**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 law enforcement services to unincorporated Multnomah County and contract cities including Fairview, Maywood Park, Troutdale, and Wood Village. Each contract city works with a liaison from the Sheriff's Office to ensure seamless communication with city officials and community members. This service area includes 290 miles of land and 110 miles of waterways. The coordinated efforts of district patrol and other specialty units, such as the River Patrol, Detectives, Search and Rescue, the Homeless Outreach and Programs Engagement (HOPE) Team, and Civil Process, deliver comprehensive services that meet the needs of our residents and visitors. The Enforcement Support Unit (Civil, Concealed Handgun Licensing, and Alarms Units) not only supports the members of the Sheriff's Office, but also assists community members by providing direct services to the public. MCSO is also administratively responsible for TriMet's Transit Police Division (TPD). TPD provides specialized police services through collaboration with TriMet to ensure all community members have safe and equal access to public transportation on bus, light rail, and commuter rail lines throughout the Tri-County area. Funded by TriMet, team members of the TPD utilize proactive, innovative, equitable, and inclusive policing practices to ensure there is a safe public transportation system for all community members and area visitors. TriMet, Transit Police, security partners, community partners, and social service providers ensure there is a daily visible presence on the public transportation system.

**Corrections Facilities Division:** The Corrections Facilities Division manages the staffing, operations, and physical plants of the Multnomah County Inverness Jail and the Multnomah County Detention Center. This also includes several units focused on services pertaining to the adults in our custody. At the direction of the court, the Close Street Unit provides intensive and individualized support of multiple need pretrial arrestees who would otherwise be ineligible for release from custody. Deputies develop plans that help to ensure client accountability and safety in the community, including home visits, telephone check-ins, electronic monitoring, office visits, and court reminders. The Classification Unit develops housing configurations used to create safe separations for adults in custody who have different risk and need levels. Important factors when determining appropriate housing for adults in custody include current charge, previous behavior, as well as risk and programmatic needs. The Programs Unit strives to provide programs and services to adults in custody that increase opportunities for successful reintegration into the community. Corrections Counselors, Chaplains,

and volunteers provide services to stabilize, effectively manage, and positively impact pretrial and sentenced adults in custody.

**Agency Services Division:** The Agency Services Division is responsible for managing the Facility Security Unit, Court Services, Transports, Corrections Compliance, Records, as well as Logistics and Auxiliary Services. Agency Services is comprised of several units responsible for direct support of daily operations of the Sheriff's Office, its facilities, and the overall public safety system. The Court Services Unit (CSU) works to provide a safe environment and accessible court processes for incarcerated adults and community members who visit Multnomah County Courthouses. Our Facility Security Unit (FSU) provides security screening located at several Multnomah County Courthouses in addition to MCSO detention facilities and are often the first point of contact for public and professional visitors. Members of this unit serve as a primary source of information for community members, providing direction and assistance to members of the public as they access courts, visit someone in custody, or need other assistance. The Transport Unit provides safe and efficient transportation of incarcerated individuals to ensure they are present to participate in judicial processes, regardless of where they are located. This unit also works cooperatively with agency partners across the western states as part of the Northwest Shuttle System to facilitate movement between other jurisdictions. The Auxiliary Services Unit provides support to agency operations ensuring supply distribution for all MCSO facilities, while also providing commissary, laundry, and property storage services for incarcerated individuals. The Logistics Unit manages Sheriff's Office vehicle fleet operations, technology procurement and deployment and oversees agency technology needs by equipping personnel. Logistics processes and stores evidence seized and is tasked with the safe keeping of civil unit property holds. MCSO engages in complex, highly regulated work that must operate within the bounds of Federal and State laws as well as County policies. Our Corrections Compliance Manager focuses on Corrections Division compliance to facilitate the Grand Jury inspections and federal compliance monitoring such as, related to the Prison Rape Elimination Act (PREA).

During 2024, agency reorganization took place to better align service units. Corrections Records and Law Enforcement Records were incorporated together to create one Records Unit. Staff remain in either focus area of Law Enforcement or Corrections. Corrections Records has the responsibility of ensuring all arrestee information is entered into multiple criminal justice information systems accurately and in a timely manner. The team creates and maintains computerized bookings and releases, captures all adults in custody booking photos, and processes all adults in custody court orders to calculate release dates for sentences, along with several other functions supporting federally held adults in custody and Parole and Probation. The Law Enforcement Records Unit is responsible for ensuring the accuracy and accessibility of Law Enforcement records with three primary desks: Warrants, Records and Extraditions. The Warrants desk enters, confirms and processes warrant requests in law enforcement data systems for areas MCSO serves and requests received from various courts and law enforcement agencies. The Records desk manages records requests and processes public records requests, police reports and case submissions for the District Attorney and courts. In addition, all desks help to manage vehicle releases, protection orders, missing persons, stolen property, and wanted persons entries along with other law enforcement support services. The Extraditions desk manages interstate extraditions, coordinating with other law enforcement agencies nationwide ensuring legal documentation is in place for extraditions across state lines, arranging transportation and overseeing an increasing volume of MCSO led extradition trips which grew from 11 in FY 2017 to 78 in FY 2023.

## Reallocations within the Base Budget

FY 2026 Significant Departmental Changes (Reallocations)				
Offer Number	Program Name	General Fund	Other Funds	FTE
60430	MCSO Records	8,674,374		57.00
60360	Corrections Support	(5,532,596)		(37.00)
60560	Enforcement Division Support	(3,141,778)		(20.00)
<b>Total</b>		<b>0</b>		<b>0</b>

- Records. Records Unit Consolidation – In previous fiscal years, the Corrections Facilities and Law Enforcement divisions each housed their own Records Unit. For fiscal year 2026, Law Enforcement Records and Corrections Records units have been consolidated under the leadership of one Program Manager under the Agency Services Division. The MCSO Records unification aims to enhance service delivery by fostering better communication, coordination, and collaboration between the two units. By identifying shared resources and overlapping areas of responsibility, this change seeks to improve operational efficiency and mutual support. Streamlining the supervision of these units will ensure more effective management practices, reduce redundancy, and create opportunities for innovation and continuous improvement to provide exemplary public safety services to the community.

## Add Package Requests

### Ongoing Requests

The following table lists the Sheriff’s Office ongoing requests above the base budget:

FY 2026 Add Package Requests (Ongoing)					
Add Package	Brief Description	General Fund	Other Funds	FTE	New/Existing/Backfill
1	Additional Human Resources & Backgrounds Staff	1,766,315	0	12.00	New
<b>Total</b>		<b>1,766,315</b>	<b>0</b>	<b>12.00</b>	

- **Human Resources (HR) Expansion:** Provides ongoing funding for the full suite of HR positions that have been in various states of unfunded and one-time only status over the past few years. This program offer provides for the expansion of the MCSO HR unit, adding funding for six Background Investigators, three recruiters (Human Resource Analyst IIs), two Human Resources Technicians, and one Office Assistant, Sr. Of these twelve funded positions, eight have been operating without County funding for several years and four are new operational additions. With this expanded funding, MCSO will be able to process an estimated 80 additional background investigations annually. This funding will also provide a 25% increase in recruiting capacity, allowing MCSO to fill an increasing number of vacant civilian positions that support critical jail and law enforcement operations.

## State, Federal, and Other Funds

- The Sheriff’s Office has no significant changes to the State, Federal, and Other Funds for FY 2026.

## Risks and Other Issues

**Capacity management Plan** – The Sheriff, District Attorney, County Attorney and system partners have been meeting to review and update the Capacity Management Plan which addresses emergency population releases with Multnomah County’s correctional system. When the county jails reach 95% capacity, a jail population emergency exists. Based on several variables that impact the corrections system, we are tracking the future possibly of consistent booking increases, longer lengths of stay, and reduced adults in custody eligible for emergency release. Through data and trend models we are watching this closely with the realization that a need for contingency funds for additional jail beds may arise.

**Body-worn cameras** – Implementing a body-worn camera program can be a highly effective resource, providing an unalterable audio and visual record of encounters that capture evidence in the event of a crime, police-community interaction, or use of force events. In March 2024, deputy sheriffs participated in a pilot



program to test body-worn cameras with a positive outcome. Additionally, MCSO command members provided several body-worn camera presentations and listening sessions to the following MCSO public safety services community groups: City of Wood Village; City of Fairview; City of Troutdale and the Northeast Multnomah County Community Association (NEMCCA). MCSO heard from the community that they expect law enforcement to provide exemplary service to keep neighborhoods, businesses and recreational areas safe and that they were largely in favor of the implementation of a body-worn camera program. During FY 2026, the Sheriff's Office will implement a body worn camera program for all sworn law enforcement deputies who provide public safety services in the Patrol Unit, Civil Unit, Transit Police, River Patrol Unit, Court Services and for members assigned to high-risk operations. In part, not having to realize a percentage funding reduction for FY 2026, MCSO is able to utilize existing General Funds for the initial start-up FTE. These positions will be responsible for the increased staffing capacity of one (1) Data Analyst, one (1) Evidence Technician and one (1) Information Technology Systems Administrator. MCSO will use dollars from the Federal Equitable Sharing Fund to support the first-year costs of equipment and subscription-based services. These federal dollars are not guaranteed annually and are not a sustainable funding source for the continuation of this program. Additionally, current draft federal legislation may reduce or eliminate the funds entirely in the future. With these circumstances, General Fund support would be required.

**City of Troutdale Police Services Contract** – FY 2025 marks the expiration of the City of Troutdale's contract with the Sheriff's Office for law enforcement services. Troutdale city leadership and MCSO are working together to update the contract.

**Medicaid Waiver** - The federal government has a standard set of rules each state must follow to get funds for Medicaid. As a result of the new Medicaid Waiver, states can ask the federal government for permission to change their Medicaid rules. In the state of Oregon, by utilizing the Medicaid Waiver, the Oregon Health Authority seeks to create limited expansion of Medicaid Services in Jails, Prisons, and Detention Facilities. We know that the health needs of those who are incarcerated are significant, unique, and inequitable resulting in disproportionate adverse health outcomes for justice involved people. Based upon state data:

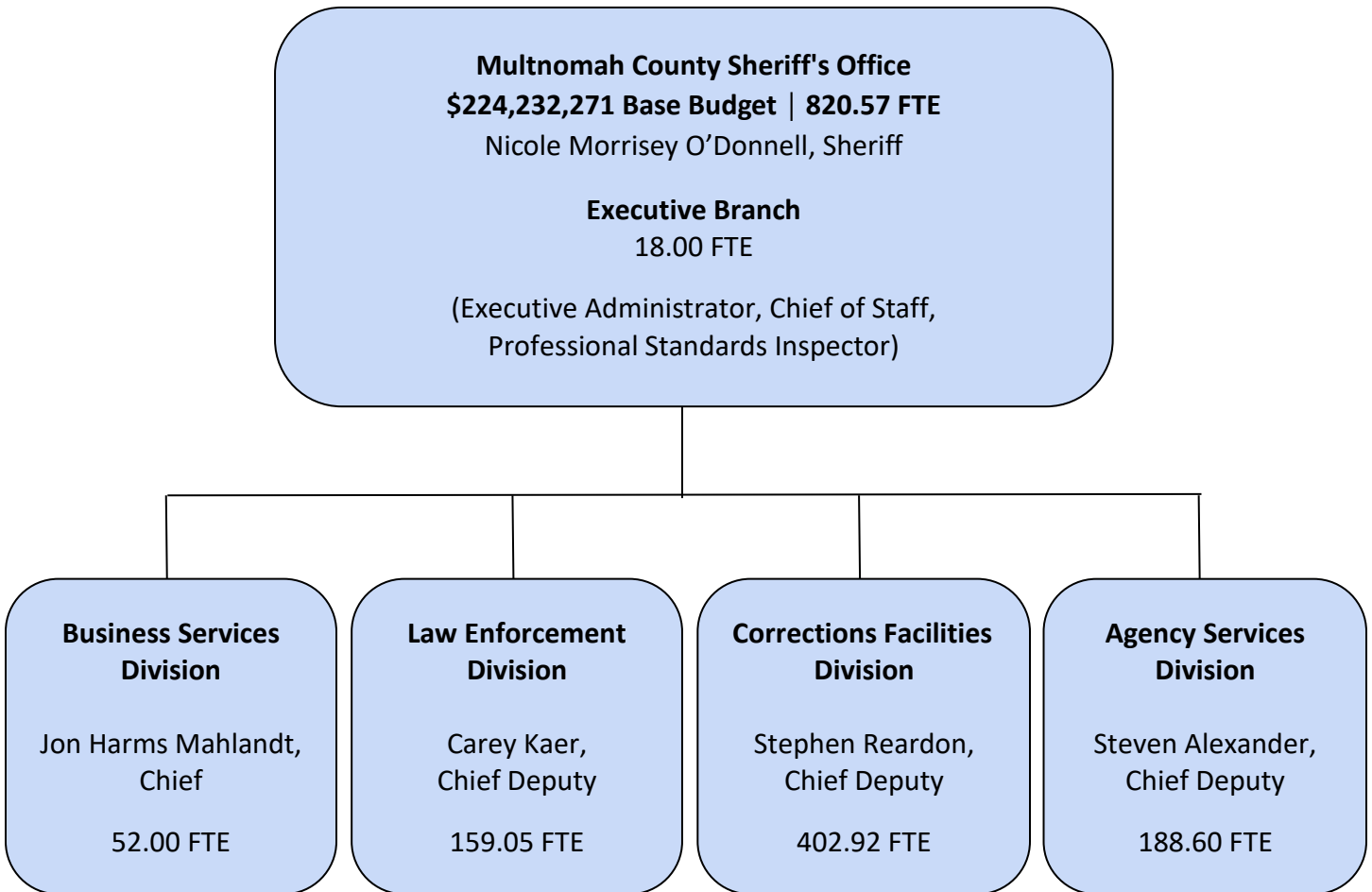
- 12.7 times mortality rate two weeks post release from prison
- 58% of people in state prison and 63% of people in jail meet the criteria for drug dependence or abuse
- 10x more likely to overdose on opioids

The Sheriff's Office is working alongside the state and county health department to design and implement expanded assessments for addiction and mental health services, in addition to direct referrals to care during transition from county incarceration.

**Facilities** – MCSO and County Facilities have been addressing growing and concerning infrastructure failures at the Multnomah County Detention Center (MCDC). Capital improvement planning for MCDC has been a topic of focus over the past few years within various inspections and evaluations. The building's age and antiquated equipment and technology have begun to outlast replacement parts and technical personnel with skills to fix them. MCSO and the County will begin planning for a broad landscape assessment to identify zoning, size, programming, and other aspects of what the correctional facilities in this county should look like into the future.

## Division Level Organization Chart (Base Budget)

Agency Wide Span of Control		
Division	Managers	Direct Reports
Executive	5.00	13.00
Business Services	8.00	44.00
Law Enforcement	13.00	146.05
Corrections Facilities	14.00	388.92
Agency Services	8.00	180.60
<b>Total</b>	48.00	772.57
	<b>Span of Control</b>	16.10



Sincerely,

*Nicole Morrissey O'Donnell*

Multnomah County Sheriff